

Ministry of Education and Science of Ukraine
Black Sea Universities Network

ODESA NATIONAL UNIVERSITY OF TECHNOLOGY

International Competition of
Student Scientific Works

BLACK SEA SCIENCE 2022 PROCEEDINGS



ODESA, ONUT 2022

Ministry of Education and Science of Ukraine

Black Sea Universities Network

Odesa National University of Technology

International Competition of Student Scientific Works

BLACK SEA SCIENCE 2022

Proceedings

Odesa, ONUT 2022

Editorial board:

Prof. B. Iegorov, D.Sc., Professor, Rector of the Odesa National University of Technology, Editor-in-chief

Prof. M. Mardar, D.Sc., Professor, Vice-Rector for Scientific and Pedagogical Work and International Relations, Editor-in-chief

Dr. I. Solonytska, Ph.D., Associate Professor, Director of the M.V. Lomonosov Technological Institute of Food Industry, Head of the jury of «Food Science and Technologies»

Dr. Yu. Melnyk, D.Sc., Associate Professor, Director of the G.E. Weinstein Institute of Applied Economics and Management, Head of the jury of «Economics and Administration»

Dr. S. Kotlyk, Ph.D., Associate Professor, Director of the P.M. Platonov Educational-Scientific Institute of Computer Systems and Technologies “Industry 4.0”, Head of the jury of «Information Technologies, Automation and Robotics»

Prof. O. Titlov, D.Sc., Professor, Head of the Department of Oil and Gas Technologies, Engineering and Heat Power Engineering, Head of the jury of «Power Engineering and Energy Efficiency»

Prof. G. Krusir, D.Sc., Professor, Head of the Department of Ecology and Environmental Protection Technologies, Head of the jury of «Ecology and Environmental Protection»

Dr. V. Kozhevnikova, Ph.D., Associate Professor, of the Department of Hotel and Catering Business, Technical Editor

Black Sea Science 2022: Proceedings of the International Competition of Student Scientific Works / Odesa National University of Technology; B. Iegorov, M. Mardar (editors-in-chief) [*et al.*]. – Odesa: ONUT, 2022. – 749 p.

Proceedings of International Competition of Student Scientific Works «Black Sea Science 2022» contain the works of winners of the competition.

The author of the work is responsible for the accuracy of the information.

Organizing committee:

Prof. Bogdan Iegorov, D.Sc., Rector of Odesa National University of Technology, Head of the Committee

Prof. Maryna Mardar, D.Sc., Vice-Rector for Scientific and Pedagogical Work and International Relations of Odesa National University of Technology, Deputy Head of the Committee

Prof. Baurzhan Nurakhmetov, D.Sc., First Vice-Rector of Almaty Technological University (Kazakhstan)

Prof. Michael Zinigrad, D.Sc., Rector of Ariel University (Israel)

Prof. Plamen Kangalov, Ph.D., Vice-Rector for Academic Affairs of “Angel Kanchev” University of Ruse (Bulgaria)

Prof. Heinz Leuenberger, Ph.D., Professor of the Institute of Ecopreneurship of University of Applied Sciences and Arts (Switzerland)

Prof. Edward Pospiech, Dr. habil., Professor of the Institute of Meat Technology of Poznan University of Life Sciences (Poland)

Prof. Lali Elanidze, Ph.D., Professor of the Faculty of Agrarian Sciences of Iakob Gogebashvili Telavi State University (Georgia)

Dr. Dan-Marius Voicilas, Ph.D., Associate Professor of the Institute of Agrarian Economics of Romanian Academy (Romania)

Prof. Stefan Dragoev, D.Sc., Vice-Rector for Scientific Work and Business Partnerships of University of Food Technologies (Bulgaria)

Prof. Jacek Wrobel, Dr. habil., Rector of West Pomeranian University of Technology (Poland)

Dr. Mei Lehe, Ph.D., Vice-President of Ningbo Institute of Technology, Zhejiang University (China)

Dr. V. Kozhevnikova, Ph.D., Associate Professor of the Department of Hotel and Catering Business of Odesa National University of Technology, Secretary of the Committee

INTRODUCTION

International Competition of Student Scientific Works “Black Sea Science” has been held annually since 2018 at the initiative of Odesa National University of Technology (formerly Odesa National Academy of Food Technologies) with the support of the Ministry of Education and Science of Ukraine. It has been supported by Black Sea Universities Network (the Association of 110 higher education institutions from 12 countries of the Black Sea Region) since 2019, and by Iseki-FOOD Association (European Integrating Food Science and Engineering Knowledge into the Food Chain Association) since 2020.

The goal of the competition is to expand international relations and attract students to research activities. It is held in the following fields:

- Food science and technologies
- Economics and administration
- Information technologies, automation and robotics
- Power engineering and energy efficiency
- Ecology and environmental protection

The jury includes both Ukrainian and foreign scientists. In the 4 years that the competition has been held, the jury included scientists from universities of 24 countries: Angola, Azerbaijan, Benin, Bulgaria, China, Czech Republic, France, Georgia, Germany, Greece, Israel, Italy, Kazakhstan, Latvia, Lithuania, Moldova, Pakistan, Poland, Romania, Serbia, Slovakia, Switzerland, Turkey, USA.

At the same time, every year the geography has expanded and the number of foreign jury members has increased: from 46 jury members representing 25 universities from 12 countries in 2018, to 73 jury members of the 46 universities from 19 countries in 2022.

More than a thousand student research papers have been submitted to the competition from both Ukrainian and foreign institutions from 25 countries: China, Poland, Mexico, USA, France, Greece, Germany, Canada, Costa Rica, Brazil, India, Pakistan, Israel, Macedonia, Lithuania, Latvia, Slovakia, Romania, Kyrgyzstan, Kazakhstan, Bulgaria, Moldova, Georgia, Turkey, Serbia.

The interest of foreign students in the competition grew every year. In 2018, the students representing 15 institutions from 7 countries have submitted 33 works. In 2021 the number of submitted works increased to 73, authored by the students of 40 institutions from 18 countries.

The competition is held in two stages. In the first stage, student research papers are reviewed by members of the jury who are experts in the relevant fields. In the second stage of the competition, the winners of the first stage have the opportunity to present their work to a wide audience in person or online.

All participants of the competition and their scientific supervisors are awarded appropriate certificates, and the scientific works of the winners are included in the electronic proceedings of the competition. Every year the competition receives a large number of positive responses from Ukrainian and foreign colleagues with the desire to participate in the coming years.

2. ECONOMICS AND **ADMINISTRATION**

RESEARCH OF STRATEGIC GUIDELINES FOR THE DEVELOPMENT OF HOTEL ENTERPRISES

Authors: Angelina Zaitseva

Anastasia Melnik

Advisors: Irina Ageeva

Denis Sedikov

Odessa National Technological University (Ukraine)

Abstract. *With the deepening of globalization and global integration processes, the modern hotel business, under the influence of external and internal changes, is forced to seek new tools and management methods. Successful operation and continuity of hotel business is paramount in a market economy, dynamically uncertain and unstable environment.*

Today, domestic and foreign economists have created a methodology for choosing strategies for enterprise development. Theoretical bases and practical recommendations on hotel business strategic development, hotel economy strategic management problems are investigated in scientific works. However, despite the scientific research depth, the hotel business development strategies issues have not been fully covered in scientific papers. Each hotel is unique, so the developing process a strategy for each hotel business is unique, it depends on the company's market position, dynamics of its development and potential, behavior of competitors, characteristics of goods or services, economy, cultural environment and many other factors. Thus, there is a difficult task - to develop theoretical and methodological aspects and to form practical tools for the hotel business development strategies.

During the study of the strategic management system were used: a systematic approach; method of comparison; systematization and generalization; system-search and problem-search; theoretical analysis, synthesis and generalization.

Keywords: *hotel business enterprises, strategies, development, tourism, investment costs.*

I. INTRODUCTION

Relevance of the research's chosen topic. With the deepening of globalization and global integration processes, the modern hotel business, under the influence of external and internal changes, is forced to seek new tools and management methods. Successful operation and continuity of hotel business is paramount in a market economy, dynamically uncertain and unstable environment.

Today, domestic and foreign economists have created a methodology for choosing strategies for enterprise development. Theoretical bases and practical recommendations on strategic development of hotel business, problems of hotel economy strategic management are investigated in scientific works of I. Ansoff, I. Ageeva, R. Braimer, Yu. Dyachenko, O. Vinogradova, M. Boyko, S. Galasyuk, T. Doroshenko, M. Kabushkina, N. Kuznetsova, L. Lukyanov, S. Melnychenko, Y. Opanashchuk, H. Roglev, O. Chudnovsky, F. Kohler, M. Porter and others. However, despite the depth of scientific research, the issues of hotel business development

strategies have not been fully covered in scientific papers. Each hotel is unique, so the process of developing a strategy for each hotel business is unique, it depends on the company's market position, dynamics of its development and potential, behavior of competitors, characteristics of goods or services, economy, cultural environment and many other factors. Thus, there is a difficult task - to develop theoretical and methodological aspects and to form practical tools for strategies for the development of the hotel business.

The purpose of the study. The aim of the work is to study the theoretical and methodological provisions and determine the strategic guidelines for the development of hotel business enterprises. To achieve this goal, the following tasks were set and performed:

- to analyze the theoretical and methodological approaches to developing a strategy for the development of the hotel business;
- generalize methods for evaluating enterprise development strategies;
- to monitor the competitive environment of hotel business enterprises;
- to conduct a strategic analysis of the hotel business;
- to develop a system of development strategies of L.A.R.K. Ltd (London Hotel);
- to determine the economic feasibility of the proposed measures.

The object of research is the process of strategic management of the hotel business. **The subject of research** – theoretical and methodological and practical aspects of forming a strategy for the development of hotel business.

The methodological base of research. During the study of the strategic management system were used: a systematic approach, which allowed to explore the development strategies of the hotel business; method of comparison – to compare international and Ukrainian experience and identify opportunities for implementation of best practices in the activities of enterprises at different levels; systematization and generalization – to determine further prospects for the development of the hotel business; system-search and problem-search – to find the necessary sources of investment to implement a system of strategic development; theoretical analysis, synthesis and generalization – to form approaches and highlight current trends in the strategic development of the hotel business. The source base of the study consists of laws and regulations of Ukraine, official statistics of the UkraineState Statistics Service, statistical and financial reporting of enterprises, Internet resources, scientific works of domestic and foreign scientists, periodicals, other reference sources.

Approbation of scientific workresults. The main provisions and results of the work were considered and approved by student and international scientific-practical conferences: III All-Ukrainian Student Scientific-Practical Conference "Actual aspects of socio-economic development of Ukraine April 6-7, 2021 Odessa, II All-Ukrainian Student Scientific-Practical Conference "Current aspects of socio-economic development of Ukraine: The view of youth.

Key words: hotel business enterprises, strategies, development, tourism, investment costs.

II. THEORETICAL AND METHODOLOGICAL FUNDAMENTALS OF ENTERPRISE STRATEGY DEVELOPMENT

2.1. Theoretical and methodological aspects of concept definition "Enterprise strategy"

The current economic situation is characterized by a high degree of uncertainty and risk. Limited financial opportunities of the vast majority of Ukrainian enterprises and insufficient provision of specialists of the required level lead to limited formation of business development strategy in enterprises. In this regard, it is considered appropriate to study the methods and techniques of developing enterprise strategies based on assessments of the external environment and the enterprise existing potential. So, let's find out the origins and content of the "strategy" and "development strategy" categories. The term "strategy" (from the Greek. Stratos - army, ago - lead) is of military origin. The concept of "strategy" entered the management terms in the 50s of the twentieth century. Strategy is often understood as a policy implemented by the company, which is a possible solutions set [1]. The following definitions are given in economic dictionaries: "the art of leadership, the general plan of work based on the situation at this development stage"; "Long-term, the most fundamental, important attitudes, enterprises management plans in terms of production, income, expenses, budget, taxes, investments, prices, social protection."

The concept of strategy was first developed in the 60s of the twentieth century. I. Ansoff, A. Chandler. The meaning of the concept of strategy has changed under the influence of economic development of society. The strategy began to be considered not only the implementation of proper resource management, but also the correct definition of activities in the market. To date, many definitions of "strategy". According to A. Chandler, the strategy is "the definition of the main long-term goals together with the appropriate action plan and allocation of resources to achieve these goals" [2]. I. Ansoff gives the following definition "strategy is a set of rules for decision-making, which guides the organization in its activities" [3]. T. Primak believes that the strategy is "a general comprehensive program of action that identifies priority issues for the company, its mission, the main and the allocation of resources to achieve them" [4]. Z. Shershneva considers strategy as "a set of programs that the company expects to significantly improve its market position" [5]. After analyzing the definition of "strategy", the authors concluded that the strategy is "the chosen vector of enterprise activity, developed for a long period, compliance with which will allow to achieve the mission of the enterprise."

To define the category of "development strategy", it is advisable to explore the definition of "development". The study of the essence of the category "enterprise development" in the theoretical and applied context is the work of E. Korotkov [6], who defines enterprise development as "a set of changes that lead to new quality and strengthening of the living system". V. Kifyak [7] notes that the development of the enterprise is "quantitative and qualitative changes that are formed as a result of the interaction of subsystems, prerequisites, factors and principles aimed at achieving the priorities of the enterprise." One cannot but agree that such an understanding indicates the need to manage the development of the enterprise.

N. Afanasyev, V. Rogozhin, V. Rudyka consider the concept of "enterprise development" as an objective change only in the qualitative characteristics of the system, due to the fundamental laws of nature, and identify three main areas of development: increasing consumption of economic resources - quantitative aspect; changes in the composition of elements and their combinations - the structural aspect; shifts in the consumer characteristics of the elements, in their individual and integral usefulness - a qualitative aspect [8]. V. Zabrodsky and M. Kyzym [9] give a broader definition of development, specifying it in relation to the economic and production system. In our opinion, we can agree with this definition if we clarify that complicating the structure and composition of the system is not always effective.

Thus, considering the meaning of "strategy" and "development", we can conclude that these categories are closely related. Well-known business development strategies can be classified into groups [10]: 1). Strategies for concentrated growth: strategy to strengthen market position; market development strategy; product development strategy; 2) Strategies for integrated growth: strategy for vertical integration; vertical integration strategy; horizontal integration strategy; 3). Strategies for diversified growth: strategy of centered diversification; conglomerate diversification strategy; horizontal diversification strategy; 4) Stabilization strategies: market share protection strategy; strategy to support production capacity; product modification strategy. 5) Restructuring strategies: growth strategy through acquisitions; product and market reorientation strategy; strategy of organizational change. 6) Reduction strategies: cost reduction strategy; harvest strategy; reduction strategy; liquidation strategy.

2.2. Methods of evaluating existing enterprise development strategies

The presence of various approaches to the formation of enterprise development strategy contributed to the emergence of methods and models for choosing a specific development strategy, which, in turn, created the problem of optimal search for ways to improve them. A detailed analysis of each approach shows the presence in their structure of restrictive conditions that are used to form typical development strategies that operate in different models. In the future we will consider models of development strategy formation.

1. The BCG model is one of the most well-known business management tools. The purpose of the matrix is to analyze the relevance of the company's products and services depending on market growth and market share [11]. Ansoff's Product-Market matrix is used to develop an enterprise growth strategy. One of the advantages of the matrix is that each strategy is aligned with the degree of risk of the enterprise [12]. Porter's 5 Competitive Forces Model reflects the potential impact of the external environment on a firm's business. The key factors are considered to be the industry or industries in which the company is competitive. McKinsey uncertainty model - is a matrix consisting of 9 cells to reflect and comparative analysis of strategic positions of the organization. The Shell/DPM (Direct Politic Matrix) matrix is a two-dimensional matrix consisting of quadrants (3x3). Its parameters are the competitiveness of the GCC and industry attractiveness as a general measure of the state and prospects of the industry [12]. The Minzberg configuration model is defined as a ways simple set in

which the work process is first divided into individual work tasks, and then coordination is achieved to solve them [13]. Table 1.1 systematizes methodological approaches and enterprise development strategies formation models.

Table 2.1. Approaches and models of formation of enterprise development strategies

Approaches to strategy formation	Models strategy selection	Key principles methodological approaches
Oriented to the external environment	BCG model. M. Porter's model of competitive strategy	– the development strategy choice is determined by the characteristics of the market and a certain position occupied by a large enterprise in it; – growth of the norm and the amount of profit is the target function of the business;
	Porter's 5 competing forces. Matrix "Commodity Market" Ansoff. McKinsey uncertainty model.	– the choice of development strategy is closely related to solving the dilemma of "adaptation / change" of the external environment – the level of uncertainty determines the choice of potential alternatives to the development strategy;
Balanced	GE / McKinsey. Matrix Shell / DPM. Balanced scorecard system. ADL life cycle model. Model Hofer/Schendel. Hierarchy analysis method.	– for the vector of directions of development of activity of the big enterprise dependence on external and internal factors is characteristic; – higher-level strategic goals are detailed into lower-level goals through a system of causation.
Resource	Cost accounting by type of activity. Minzberg configuration model. Model 7S McKinsey. Grainer's development model. Franchon-Romane model of financial equilibrium	– the development strategy goals should be focused on reducing potential costs and improving quality; – strategic management is characterized by cyclical nature; – the activity of the hotel enterprise in the process of its development is of a deterministic nature; – the hotel in the process of its development goes through successive stages affect the development strategy choice; – the enterprise development is characterized by features determined by organizational structures specific type.

Source: developed by the author

Developing an enterprise strategy is an integral part of the strategic management process. The main aspects of strategic management are responding to changes in the environment and the allocation of resources of the firm in such a way as to improve its competitiveness [14]. Constant monitoring of changes in the environment is necessary for survival in a dynamic competitive environment. The second important aspect is the internal reaction to the new program of actions invested in strengthening the competitive position of the firm. Thus, the study concluded that companies that have a strategy and implement strategic management, always have the opportunity to behave consistently and systematically in a dynamic market competitive environment. Business structures to respond changes and contributes to a sound, coordinated solution to both current and strategic problems.

III. STRATEGIC ANALYSES AND EVALUATION OF THE COMPETITIVE ENVIRONMENT OF HOTEL BUSINESS ENTERPRISES

3.1. Analysis of the impact of the macro-environment of the enterprise on its strategy

The hotel industry in the world accounts for at least 6% of total gross national product. European countries account for up to 43% of the hotel business. This provision provides business with the potential for sustainable development [15]. However, political and economic developments in recent years have had a negative impact on Ukraine's hospitality sector. Optimistic expectations for 2020 did not come true: the pandemic made its adjustments. Quarantine restrictions have led to the forced temporary closure of a large number of hotels. Note that in 2019, 5-star hotels were booked by 45%, and 4-star and 3-star - by 60%. According to statistics, in 2020, hotels in the high price segment were filled by 22%, medium - by 25%, occupancy of hotels in the European market over the same period decreased by 54% to 33% [16]. According to research by Hotel Group companies, economic losses for the period under study ranged from 3 to 8 million UAH. The data from Table 2.1 show a tendency to decrease the financial indicators of the hotel business world's players.

Table 3.1. Financial results of Accor and Hilton hotels in 2020

Characteristic	Accor (France)	Hilton (USA)
Net loss, € billion	1,99	0,43
Revenue from sales of services, € billion	decreased by 61 % (14,14)	decreased 58 % (5,64)
Income from one room, %	decreased by 62	decreased by 59

Source: built by the author based on [15, 16]

According to the State Statistics Service of Ukraine, in 2019 the number of collective accommodation facilities was 4,719 units. The number of collective accommodation by region in 2020 amounted to 1591 units, of which hotels are 1073, other accommodation - 1053 units [17]. The largest indicators are in Odessa oblast - 177 units, Kyiv oblast - 150, Lviv oblast - 129 units, which testifies to the significant tourist potential of this industry in these oblasts. We have identified factors that contribute to the development of the hotel business in the city of Odessa: 1. Mild climate. The presence of the Black Sea attracts vacationers in the summer season and fills hotels in the center and on the outskirts of the city. 2. A large number of hotels for all types of consumers. 3. Specialization in different types of tourism: leisure, business tourism and mice-tourism. 3. The presence of international and Ukrainian hotel chains helps to attract foreign tourists. 4. Attractive architecture of the city. 5. Availability of developed infrastructure (airport, railway, highways). 6. Development of event tourism.

According to the number of objects that make up the tourist cultural resources (350 objects of history, culture and leisure, including 13 museums, 9 theaters; 201 monuments of history and culture, 700 monuments of architecture, 148 monuments of monumental arts, cultural and leisure institutions, sports facilities, etc.), Odessa is one of the top three cities in Ukraine. In table 2.2. the analysis of influence of factors of external environment on activity of the enterprises of hotel business is resulted.

Table 3.2. Analysis of environmental factors

Group of factors, state of the factor	Trends in change	The nature of the impact of the factor on the enterprises of the industry "+" - positive; "-" - negative
Economic factors		
Rising inflation	The purchasing power of Ukrainians in 2020 has fallen sharply. It was expected that the nominal GDP per capita would be 109.04 thousand UAH, in reality this figure was 100.47 thousand UAH.	(-) Decrease in demand for services. (-) Simple hotels. (-) Increasing currency risks. (+) The possibility of a positive impact of exchange rate differences. (-) Reducing the number of foreign guests.
Reduction of consumer income	The trend is changing.	(-) Increasing the cost of compliance with sanitary norms.
Rising inflation	Vaccination is expected to boost the economy	(+) Reducing the tax burden.
Reduction of taxation	In 2020, VAT for hotels will be reduced to 7%.	
State and political factors		
Unstable political situation	Stabilization is possible	(-) Decrease in GDP from the hotel industry.
Instability of legislation	Stabilization is possible	(-) Reducing the number of foreign tourists in the country.
low investment attractiveness of the country	Stabilization is possible	(-) Simple room stock (+) Increasing the cost of foreign tourists after the opening of borders.
Closed borders	The trend is changing	(-) Elimination of hotel facilities in the east.
The war in the east	An unpredictable trend	
Legal factors		
The only national classification of star rating in the hotel industry.	Trend of implementation	(+) Compliance with international standards. (+) Increase in the number of foreign tourists from countries where casinos are not legalized.
Legalization of gambling.	Trend of implementation	
Technical and technological factors		
Increasing the number of innovative enterprises.	The trend is not clear	(-) Automation of internal business processes.
Setting high prices for innovation.	Stabilization is possible	(-) Not all hotels will be able to switch to full automation.
Ability to use the latest technologies, equipment.	Trend of implementation	(+) Increasing the speed and quality of service in the hotel.
Seasonality of demand.	The trend is not clear	(-) Simple room stock in low season automation

Source: built by the author

Based on the results of the analysis of the internal and external environment of the enterprise, strategy planning, evaluation of strategic alternatives and decision-making are carried out, which also involves the use of certain methodological techniques of strategic analysis.

3.2. Analysis of the impact of the microenvironment of the enterprise on its strategy

Hotel London is one of the oldest hotels in Odessa, always famous for its high level of service and provision of services. Today the hotel is confidently modernizing the number of rooms, as well as developing special offers that allow you to be recognizable despite the rapid growth of 4* hotels in Odessa. Suppliers play an important role in the operation of the hotel. Business relationships between suppliers and hotels can be direct and indirect, long-term and short-term. Suppliers of the Hotel London include MARGO furniture hypermarkets, METRO products, Rozetka, Citrus electronics, NATALI BOLGAR and Mango clothing.

Excursion services are provided by Albatross. Managers provide an individual approach to each guest request, speak different foreign languages, have professional education and experience in tourism. PE Fokin VP is a transport company that offers all possible transport services. The company provides comfortable trips, transfers of hotel guests, as well as offers car rental, English-speaking driver, guide driver and more. The hotel also works with other beverage and food companies and utilities. The components of the microenvironment are: customers, suppliers, competitors, partners and contact audiences: sponsors, media, banks and government agencies.

Buyers. London offers not only accommodation for its customers, but also events of various formats. The following types of consumers are distinguished in the London Hotel: individual guests + online, tour operators and travel agents, corporate clients. Individual guests + online guests: travel independently, choose rooms based on information from the official website of the hotel or global booking systems such as booking.com, Hotelbeds, Expedia, Travko. This type of guests pays more attention to the presence of the spa area, a convenient and convenient location, the historical value of the building in which the hotel is located.

Tour operators and travel agents: usually have a contractual relationship and special rates for accommodation of guests for whom rooms are booked. When accommodating a group or individual tourist pay attention to the number of rooms, location, parking, as well as a range of additional services. Corporate clients and MICE agencies: usually have a contract with the hotel, sometimes even special rates or limits on accommodation for events. They act as an intermediary between the hotel and the end customer. Competitors. Odessa has a very strong base of hotels of different categories. The main characteristics that can be used to choose a hotel are: the size of the room stock, location, belonging to the hotel chain, a range of additional services, compliance with category standards, consumer segments.

The main competitors of the London Hotel are Mozart, Black Sea, OK Odessa and Gagarin Hotel. Characteristics of competitors' hotels are given in table 2.3.

Based on expert assessments, the integrated indicator of competitiveness of the London Hotel was calculated, for which four hotels of **** category in Odessa were selected: Mozart, Black Sea, OK Odessa and Gagarin. To analyze the competitiveness of hotel chains considered: pricing policy, quality of service, location, room equipment, season length, range of additional services, brand credibility, marketing policy. Each of the above indicators was assigned a weight of 1.0 or 100%. The evaluation of parameters took place on a 10-point scale. The proximity of the integrated indicator to

"10" indicates a high level of competitiveness, the distance from "10" means that the company has significant reserves to increase the level of competitiveness. Thus, the highest indicator of integrated competitiveness is the hotel "Black Sea" (9.16), in second place - the hotel "London" (8.44), in third place - "Mozart" (8.29), in fourth place - "Odessa" (7.26).

Table 2.3. Characteristics of competing hotels

Analysis of the competitive environment	Mozart	OK Odessa	Gagarin Hotel	London
The state of the business	It is growing	Stable	Stable	It is growing
What target segment is served?	1. Individuals. 2. Business groups. 3. Corporate clients. 4. Artists. 5. Athletes.	1. Individuals. 2. Business groups. 3. Corporate clients. 4. Artists. 5. Athletes.	1. Individuals. 2. Business groups. 3. Corporate clients. 4. Artists. 5. Athletes.	1. Individuals. 2. Business groups. 3. Corporate clients. 4. Artists. 5. Athletes.
Unlike the Hotel London.	1. Updated number fund. 2. Chain hotel.	1. Availability of more space for events of different formats. 2. Large number of rooms	1. Greater opportunities in the complex placement of the group and location for the event with food.	
How is their brand perceived in the market?	1. As one of the chain hotels 4 * medium level. 2. Location for conferences of small scale.	1. As a hotel with a large number of rooms and a powerful location for large-scale events.	1. As a hotel with a powerful number of rooms and a conference area with a high level of service and work with accommodation of artists.	1. As a historic hotel in the city center. 2. As a premium SPA hotel. 3. As a location for events of various formats. 4. As a hotel with an average number of rooms. 5. As a hotel with good lucklocation and parking.
The main difference in market positioning relative to the Hotel London?	Positioning as a hotel of European category.	Positioning as a hotel with an integrated approach: accommodation, meals, event.		
How to increase your advantages over competitors?				Number fund renewal, improvement locations for events of various formats, upgrades of equipment for events.

Source: built by the author

The internal environment of the enterprise is formed by managers in accordance with their ideas about what elements will ensure effective and efficient operation and development. The staff of the Hotel London depends on the season. The average number of staff in 2019 is 95 employees. There are three categories of staff at the Hotel London: officials who directly manage the hotel and its staff: have higher professional education or higher education and special professional training or management experience in the field of hotel services for at least three years. For example, Regional Director, Chief Operating Officer, Director of Sales, Director of Marketing, Director of Human Resources, Director of Security and Hotel Manager.

Employees of the London Hotel are required to undergo general corporate training, such as: 1. The service culture in the hospitality industry. Vertex Hotel Group standards. 2. Introduction to the hospitality industry. 3. Work with feedback. 4. Time management. 5. Basic rules and standards of customer service in the restaurant.

The purpose of the marketing department of the hotel is to provide temporary accommodation services for residents and guests of the city. There are 3 main methods of selling products in the hotel: direct - the hotel company directly sells its products to consumers. Most often, this consumer is an individual guest who makes a reservation by calling or writing a letter to the hotel's booking department or reception. Indirect - sales of products, organized through independent intermediaries. Tour operators can act as independent intermediaries. Combined - the sale of products is carried out through the organization with the total capital of the manufacturer and an independent company.

The main sales channels at the Hotel London are:

1. Direct sales through own reservation center (call-center, reservation department), carried out by the booking department or sales department.
2. GDS - global distribution systems (Amadeus, Saber, Worldspan, Galileo), which unite thousands of hotels around the world.
3. IDS - Internet Distribution Systems (Internet Distribution Systems). Currently, there are a sufficient number of hotel companies that sell rooms online;
4. Own booking portal.
5. Classic travel agencies, CRS sites and travel agencies that help load hotel businesses.

Provision of services. The annual turnover of the hotel's room stock in 2020 amounted to 14,287 rooms, which is 60% of the possible turnover of the room stock. According to the booking site booking.com, the hotel has 8.6 points out of 10.0 possible and 1000 registered reviews.

For continuous operation at a high level, the hotel is equipped with an electronic key registration program "MF57", for work with the number fund - the program Fidelio 8, to record the arrival/exit of the object - electronic buttons. For the analysis of the internal environment we use the method of SWOT-analysis. The proposed SWOT-analysis solutions can be used to support the chosen strategy of concentrated growth of the Hotel London.

After conducting a SWOT-analysis of the internal environment, the strengths and weaknesses of the London Hotel were analyzed, hidden threats, potential opportunities were identified.

Table 2.5. SWOT-analysis of the hotel "London"

Strengths (S)		Weak (W)
Qualified staff; High level of organizational culture; Individual approach to each guest; Availability of a location for events of various formats; Favorable location; Availability of special offers; Compliance of the number fund with international requirements; The image of a premium hotel; Own SPA center; The hotel has its own website; Flexible system of discounts.		Imperfect organizational structure; Inefficient system of bonuses and incentives for employees; High prices for accommodation for individual tourists; Low speed of service in some departments; Small area of the hotel; Lack of financial resources for the reconstruction of the number fund; No elevator on all floors.
Opportunities (O)	(S*O)	(W*O)
Integration of Ukraine into the world community, increase of business relations with the countries of Western Europe; Adoption of legislation in support of tourism in Ukraine. Development and implementation of modern programs for the development of hotel business in the city of Odessa; The emergence of international hotel chains. The growth of business activity, which will increase the flow of tourists	Creating a positive image of the company. Reconstruction of part of the number fund in the style of the 18th century. Entering the international market. Creation of technological business centers. Joining the international hotel chain. Growing flow of business tourists.	Increase additional services Loyalty for individual tourists. Reduction of time during the eviction of the guest.
Threats (T)	(S*T)	(W*T)
Influence of seasonality factor; Increasing pressure from competitors; Decrease in demand for hotel services; Unstable political and economic situation in Ukraine; Imperfect and frequently changed legal framework; Difficulty in regulating export-import operations and operations with foreign currency. Imperfect tax policy; Unstable pricing policy in Ukraine, in particular in the field of electricity and energy consumption. Closing the borders caused by the pandemic.	Intensification of marketing activities in the Odessa market and cooperation with local governments. Presentation of the hotel at international profile exhibitions, workshops, forums. Concluding agreements with international public organizations. Introduction of contactless service	Attracting an investor; Increasing the hotel area; Attracting additional support for business development (from partners).

Source: developed by the author

The main threats to the operation of the London Hotel in Odessa are the seasonality factor, the impact of the pandemic, the closure of borders for foreign tourists, the minimization of business trips between cities and increased pressure from competitors. Thus, the main strategic directions of development of the hotel "London" will be (table 2.6).

Table 2.6. The main strategic directions of development of the hotel "London"

Basic development strategies		
Concentrated growth	Integrated growth	Diversified growth
Market absorption	Vertical integration	Centered diversification
Market development	Horizontal integration	Related diversification
Product development		

Source: developed by the author

Strategies (S*O): concentrated growth strategy (market deepening). Creating a positive image by participating in specialized exhibitions, seminars, symposiums and round tables. Involve local on national television to collaborate and promote hotel.

Concentrated growth strategy (market development by adding a new consumer segment). Reconstruction of the number fund in the style direction of the 18th century. This will make it possible to integrate work with travel agencies, offer accommodation in thematic rooms for foreign and national tourists. Integration with event agencies in the direction of thematic evenings and other events.

Concentrated growth strategy (market development). Entering the international market through participation in international exhibitions in Ukraine and abroad allows to strengthen contractual relations with foreign companies, signing new agreements. Involvement of foreign specialists to train hotel staff to international service standards.

Centralized diversification strategy. The creation of technological business centers at the hotel will attract more business tourism. The business tourism segment is now also present in the hotel, but outdated halls and equipment for business meetings are not competitive. Working in this strategic direction makes it possible to reduce the time for the logistics of guests, as well as directly affects the pleasure of staying in the hotel and in the city.

Horizontal integration strategy. Joining the international hotel chain. The London Hotel is part of the national Vertex Hotel chain.

Strategies for vertical integration (increasing the flow of business tourists). In order for the choice of this strategic direction to be effective, the hotel should have partnerships with intermediaries between companies that send employees on business trips, namely, travel agents, operators or MICE agencies. The largest intermediary companies with which we recommend cooperation: "Sun event", "Rocke", "Worldservice", "Global Event".

Strategies (W*O). Strategy of related diversification (increasing the number of additional services). Today, the London Hotel offers the following additional services: booking transfers, city tours and use of the spa. After analyzing the European hotel business market, we came to the conclusion that the greater the range of additional services, the more loyal the guest and the greater the likelihood of his return on the next trip. Thus, we offer to add services for flower delivery, prompt booking of seats in other institutions of the city with a discount on the menu, prompt ordering of air and train tickets, as well as concert tickets and more.

Concentrated growth strategy (market development). Loyalty for the individual tourist can be shown in various formats, from an additional discount on accommodation to a compliment in the room. It should be noted that it is necessary to

establish the warmest contact with the guest. This will allow you to identify his wishes, intentions and in the long run to prevent his expectations from staying at the hotel. For example, special treatment for vegan guests and those who choose gluten-free or lactose-free food.

Concentrated growth strategies (deepening the market. Reducing the time during the eviction of the guest. During the work it was determined that this is one of the main processes of staying in the hotel. During the eviction process is not only In various cases, this component can take from 5 to 30 minutes. these are the maids and the security service, as these services are involved in the process of evicting the guest from the hotel.

Strategies (S*T). Vertical integration strategies and concentrated growth strategies (alternatives - deepening the market). Intensification of marketing activities in the Odessa market and cooperation with local governments. Interaction with local governments - the opportunity to participate in various activities.

Vertical integration strategies. Hotel presentation at international exhibitions, workshops, forums is a great opportunity to present the hotel and enter into direct contracts with representatives of international travel agencies for operators.

Concentrated growth strategy (market deepening). Introduction of contactless service. During the pandemic, when everyone was in limited contact with each other - contactless service is one of the opportunities to provide service to guests, we offer to diversify the serving of the food area in the hotel, the placement of antiseptics in visible places.

Strategies (W*T). Concentrated growth strategy (market deepening). Attracting an investor will allow you to get financial investment to repair the number of rooms.

Strategy of related diversification (concentration). Increasing the hotel area will allow you to expand the number of rooms, create an additional hall for events, create a playroom for children and more.

Strategy of vertical integration and related diversification Attracting additional support for business development (from partners) by accepting the integration of travel agencies, event agencies, photographers (for example, creating a photo location based on one of the rooms).

After performing a strategic analysis of L.A.R.K. LLC (London Hotel), micro- and macro-factors, the hotel's internal environment were analyzed. The main macro-factors are the political environment, demographic, economic indicators, scientific, technical and social environment that has an impact on the micro-factors of the hotel environment.

The microfactors on which the functioning of the enterprise depends are consumers, suppliers, competitors and partners. The section analyzed the work of competing hotels and on the basis of this analysis revealed which dominant auxiliary strategies they work on.

Analysis of the internal environment of the hotel "London" allowed to determine the place in the market of hotel services, identify strengths and weaknesses, opportunities and threats.

The main strategic directions of development of the London Hotel have been identified.

IV. PROPOSALS FOR IMPROVING STRATEGIC ENTERPRISE DEVELOPMENT MANAGEMENT

4.1. Development of MICE-tourism as a direction of strategic development of hotel business enterprises

At present, the concept of MICE-tourism has become widely used in the tourism industry. The abbreviation MICE mean four directions of business tourism: Meetings - business meetings; Incentives - incentive or motivational tours and programs, team building, staff training, corporate holidays; Conferences - conferences, congresses, congresses, forums, seminars, etc.; Exhibitions - exhibitions, corporate events. According to the Pacific World Destination Index, the most popular MICE destinations in 2018 were Italy, France and the United Arab Emirates, South Korea, Indonesia and Hong Kong (in Asia). In 2019, the leading intermediate popularity index was already other countries - Portugal, Monaco, Indonesia, Hong Kong and Singapore [18].

According to the ICCA Statistics Report, in 2019 the leader in the number of corporate events was Paris (214). The top 20 cities with the highest MICE rates were Vienna (202), Madrid (200), Berlin (193), Barcelona (182), London (166), Singapore (142), Amsterdam (133), Istanbul (130), Prague (118), Brussels (112), Lisbon (109), Copenhagen (105), Beijing (104), Seoul (99), Hong Kong (98), Budapest and Rome (97 each), Stockholm (95), Taipei 92) [19].

The segment of MICE-tourism in Ukraine is not sufficiently developed and popular - so far in our country there are few travel agencies that are ready to take responsibility for the quality of services in the field of business-travel. Organizing business trips that take place with the obligatory entertainment program is quite a difficult task. Foreign tourists and travel companies note a number of shortcomings that negatively affect the potential demand for tourist trips to Ukraine. In addition to the difficult political, social and economic situation in our country, there are limited material and technical base, lack of proper hotel industry, which has only just begun to develop properly. However, it is hoped that in the context of European integration and expansion of international business contacts will determine the development of this industry [20].

Business tourism is very profitable, because a person who went on a business trip can spend not only their finances, but also the money of the company that sent him. This allows the business traveler to spend more money than the average tourist.

A typical tourist traveling for business purposes is a middle-aged man with a higher education, a qualified specialist or manager, a business owner. Businessmen are increasingly looking for and finding business partners abroad. But when embarking on such a journey, they do not just want to visit an exhibition, seminar, conference - they are looking for new opportunities for their business. Business people working in various fields, including science, expect business trips not only to conclude new lucrative contracts, but also to increase creative activity as a result of changing circumstances and gaining new unforgettable impressions of the host country, which can only be provided by national specifics. In addition to accommodation, conference rooms, tours, customers want to see exclusive offers. For example, a trip to Chernobyl is a fashionable idea for guests from Asia and America.

Organizing business trips is a difficult task. However, many Ukrainian companies are already engaged in this business. Their professionalism grows, experience is gained. This fact, together with the growth of international contacts of domestic businessmen, gives hope for the full development of business tourism in the near future. According to business travel specialists, most often business travelers visit Kyiv and major regional centers: Kharkiv, Donetsk, Dnipro, Lviv, Odessa. A modern Ukrainian hotel should combine the capabilities of the infrastructure of the business center, leisure center, as well as trade and services. An exemplary list of services for business tourists includes telecommunications services, the ability to receive and transmit information, communication and good technical equipment the temporary residence place. Technical solutions for the provision of telecommunications services must take into account all the latest and most popular ways of exchanging information. The services of Ukrainian business centers must meet the highest international requirements, create a comfortable environment for foreign business tourists, not create a feeling of discomfort in them. This means that a mini-office should be set up in the room for such a tourist: a spacious table with good lighting, a computer with Internet access, a multifunctional direct dial telephone, it is necessary to provide in the room fax with individual number. The life of business guests also needs special attention. A busy person should have a good rest, look good and not be distracted by household chores. Studies show that the quality of service in hotels is rated by business tourists 4 times higher than the adequacy and price reasonableness, and 1.2 times higher than the quality of the tourism product [21].

The complex of problems related to the reception of business tourists in our hotels can be solved, first of all, by creating large national hotel chains, and later international chains, including high-class hotels. Given that currently Ukrainian hotels are in different forms of ownership and management, franchising, which does not require a change of ownership, should be widely used. An organization capable of consolidating hotels in a chain does not have to have its own accommodation. The hotel main advantage in the chain is the total costs reduction. In addition, it will allow chains to penetrate international markets, expanding their influence sphere [22]. There is a great shortage in our country and the relevant staff of business tourism. It is necessary to train highly qualified employees of hotel conference services, who would be able to serve at the appropriate level not only forums, conferences, seminars, congresses, presentations, etc., but also to organize corporate cultural and entertainment events, "company days", holidays, parties, city trips, etc. It is impossible to effectively organize leisure in hotel facilities without talented animators. The main problem for young professionals is usually the lack of practical experience, flexibility and creative thinking, inability to use the acquired knowledge and skills in practice. Therefore, today the organizers of leisure in the tourism industry have the following requirements: higher education, work experience, the desire to improve their skills, the presence of relevant personal qualities [23].

Business tourism in Ukraine should be developed on the basis of special Ukrainian national specifics, at a conscious level of reproduction of the national environment, a certain color and atmosphere. Under such conditions, a boring and exhausting trip will turn into a holiday that can really increase efficiency and creativity.

The main thing here for the host country is the friendly attitude of business tourists to Ukraine and the desire to visit it again. Unfortunately, the current conditions of business tourism in Ukraine do not cause such a desire in many cases.

4.2. Economic efficiency of the proposed measures

Hotel "London" has a good location because it is located in close proximity to the most popular tourist attractions of the city: the Potemkin Stairs and the Sea Station. At the same time, a good transport interchange allows you to drive to the hotel entrance and park in front of the hotel. The main services provided at the Hotel London are accommodation, meals and transfers. Among the additional ones - excursion service, organization of walks on the sea, photo sessions, etc. Hotel "London" has the opportunity to develop a conference service because it has two halls with a total area of about 300 square meters. So, our business idea is to implement a high-tech business center based on hotel halls. At this stage, London is pursuing a strategy of concentrated growth, which flows into a strategy of integrated growth. The introduction of a high-tech business center will be a measure to implement a strategy of vertical integration. A business center is an organization that provides a full range of business services. It is absolutely obvious that the role of business centers and business hotels in the business infrastructure of Ukraine, the demand for office space and high-end business services will continue to grow. Therefore, it is extremely important in the prospects of development to take into account the principles of creating a modern tourist infrastructure, important and relevant concepts for the formation of a single information space.

The main items of expenditure for the reconstruction of the Aivazovsky and Bofo halls in the London Hotel are the costs of repairs, marketing, high-tech equipment and specialized personnel. Reconstruction costs amount to UAH 435,000. The contractors for this work were AtmosOd, SKY Cleaning and The Nest. To implement an advertising campaign to promote a new service, it is recommended to cooperate with Megapolis Advertising Holding - a full-cycle advertising company with extensive experience in the field of advertising in Ukraine. The marketing budget is 53.50 thousand UAH. Investment costs amount to UAH 1,207.9 thousand. It is planned that after the introduction of the business center in the hotel "London" in the first year, sales revenue will increase by 7% and will amount to: 2479.89 thousand UAH. The net present income from the project implementation will amount to UAH 2,372.1 thousand. Yield index 2.96. The payback period of the investment is 1.68 years. Thus, according to three indicators of investment attractiveness, the project is cost-effective and it is advisable to implement it. The introduction of a high-tech business center on the basis of the Hotel London is a way to attract the attention of a new target audience that visits the city and travels to Ukraine - it's business travelers, representatives of the IT industry at the entrepreneur. The implementation of this measure will also make it possible to neutralize the seasonality factor, which has a very large impact on the hotel business as a whole. Indicators of investment attractiveness indicate the feasibility of the project.

V. CONCLUSIONS

During the study, the theoretical and methodological foundations of the development strategy of the enterprise were analyzed, a strategic analysis of the London Hotel was performed, and measures aimed at maintaining the strategy of concentrated and integrated hotel growth were proposed.

It is proved that in modern economic conditions the enterprise will not be able to function effectively without the development and implementation of economic development strategy. It determines the direction of the organization, formulates the mission and goals, ensures the efficient use of available resources.

After performing a strategic analysis of L.A.R.K. LLC, micro and macro factors, as well as the internal environment of the hotel were analyzed. The microfactors on which the functioning of the enterprise depends are identified, namely: consumers, suppliers, competitors and partners. The analysis of competitors was carried out by constructing a polygon of competitiveness, and the development strategies for hotels in the Odessa market were determined.

Analysis of the internal environment of the hotel "London" allowed determining the place in the market of hotel services occupied by the hotel and identify its strengths and weaknesses using the method of SWOT - analysis.

It is established that today London ranks high among hotels in its category. It is noted that among the main advantages over other hotels are: belonging to the Vertex Hotel Group; favorable location; number fund in 70 numbers of different categories; availability of restaurants, halls for banquets and conferences; work of highly qualified personnel to provide a high level of service.

Along with the advantages, a number of weaknesses of the hotel were identified: imperfect organizational structure; inefficient system of bonuses and incentives; high prices for accommodation for individual tourists; low speed of service in some departments; small hotel area; lack of financial resources for the reconstruction of the number fund; no elevator on all floors. imperfect technical equipment of conference halls at the hotel. The analysis of weaknesses made it possible to formulate proposals for the implementation of a high-tech business center on the basis of existing conference rooms. The introduction of such a center will make it possible to consolidate the hotel's position among the competitive range of hotels in the city, as well as enter the market with an exclusive offer, because none of the competitors offers a full business center. Calculations of costs for the implementation of measures proved their feasibility, and also showed that their implementation will not be necessary to attract credit.

VI. REFERENCES

1. Sokolenko VA, Bondarenko OM The essence and types of development strategy. Kharkiv. 70 p.
2. Chandler A. D. Jr. Strategy and Structure: Chapters in the History of American Enterprise. MIT Press : Cambridge, MA, 1962. 345 p.
3. Ansoff I. Strategic Management. M., 2010. 338 p.
4. Primak TO Marketing communications: textbook. way. K.: Elga, Nika-Center, 2018. 280 p.
5. Shershneva Z., Oborskaya S., Ratushny Y. Strategic Management: Textbook. manual. K. : KNEU, 2018. 232 p.
6. Korotkov E. Management concept. M.: Deka, 1997. 304 p.
7. Kifyak V. Theoretical foundations of determining the category "enterprise development". Economic analysis. Ternopil, 2019. Iss. 8, Part 2. pp. 190–194.
8. Afanasyev N. Management of enterprise development: a monograph. Kharkiv: INZHEK, 2013. 184 p.
9. Zabrodsky V. Development of large-scale economic and production systems. Kharkiv: Business Inform, 2020. 72 p.
10. Boyko M. The essence and objectives of the strategy of development of the hotel industry in a transformational economy. Visn. DITB. 2020. № 6. P.108–113.
11. Hendersen B. Product portfolio. Boston Consulting Group BCG Review: Digest. M. : Boston Consulting Group, 2008.
12. Web-site. URL: <https://stud.com.ua> (access 01.12.2021).
13. EY: Website. URL: <https://www.ey.com/> (access date: 01.12.2021).
14. Colliers International (Ukraine): Website. URL: <https://www.colliers.com/> (accessed 01.12.2021).
15. World Tourism Organization website URL: <http://www2.unwto.org/en> (access 11.12.2021).
16. Kalinichenko Y. Strategic development of the enterprise: theoretical and practical aspects of the Galician Economic Bulletin. 2020. №4 (29). pp. 106–115.
18. Orlenko Ya. Yu. Imperatives of development of the tourism industry of Ukraine. Bulletin of the NUCZ of Ukraine. 2019. Vip. 2. pp. 25-36.
19. Web-site. ICCA Statistics Report: URL: <http://www.iccaworld.org/dcps/doc.cfm?docid=1789> (accessed 11.12.2021).
20. Web-site. Pacific World Destination Index: URL: <http://surl.li/bdhv> (access 11.12.2021).
21. Web-site. Organization of hotel business in the world. URL: http://msochi.narod.ru/002/002_011.html (access 08.12.2021).
22. Web-site. Official site of the State Agency of Ukraine for Tourism and Resorts. URL: <http://www.tourism.gov.ua/> (addition 08.12.2021).
23. Hotel market of Ukraine: status and prospects. URL: <http://ubr.ua/business-practice/own-business/gostinichniy-ryнок-ukrainysostoianie-i-perspektivy-303984/> (access 08.12.2021).

TECHNOLOGY OF MOUSSE PRODUCTS FROM HYDROBIONTS Author: Alona Ternova Advisor: Menchynska Alina National University of Life and Environmental Sciences of Ukraine.....	84
IMPROVEMENT OF RYE-WHEAT BREAD TECHNOLOGY BY APPLYING SUSPENSION NANO SUPPLEMENT Autors: Ivan Chobotar, Sofiia Chumachenko Advisors: Iryna Tsykhanovska, Lydiia Tovma National Academy of the National Guard of Ukraine (Ukraine).....	95
2. ECONOMICS AND ADMINISTRATION.....	110
PROSPECTS OF TECHNOLOGY INTRODUCTION OF CORPORATE BLOCKCHAIN IN THE CONDITIONS OF DIGITALISATION OF ECONOMY Author: Pavel Yatchenko Advisor: Liana Maznyk National University of Food Technologies (Ukraine).....	111
BUSINESS PROJECT TO START AND DEVELOP THE BUSINESS OF DODON&CO DESIGN AND CONSTRUCTION AGENCY Author: Zachosa Olha Advisor: Denysenko Nataliia Kyiv National University of Construction and Architecture (Ukraine).....	132
FEATURES OF ACCOUNTING OF EXPENDITURES OF BUDGET ORGANIZATIONS WITHIN THE FRAMEWORK OF CROSS-BORDER COOPERATION PROJECTS Author: Olena Brailovska Advisor: Kateryna Stasiukova Odessa National Academy of Food Technologies (Ukraine).....	147
RESEARCH OF STRATEGIC GUIDELINES FOR THE DEVELOPMENT OF HOTEL ENTERPRISES Authors: Angelina Zaitseva, Anastasia Melnik Advisors: Irina Ageeva, Denis Sedikov Odessa National Technological University (Ukraine).....	159
DIRECTIONS OF SMALL BUSINESS SUPPORT IN UKRAINE IN THE CONDITIONS OF THE COVID-19 PANDEMIC Authors: Golikova Yelyzaveta ¹ , Kosharnovska Anastasiia ² Advisor: Velychko Kateryna ² ¹ Simon Kuznets Kharkiv National University of Economics (Ukraine) ² Kharkiv University of Humanities “People's Ukrainian Academy” (Ukraine).....	177