Summary

**Subject matter of qualification paper:** STRENGTHENING OF THE COMPETITIVE POSTURE OF A SMALL-SCALE HOTEL BY MARKETING MEANS (based on the example of Co Ltd “Plaza”, Hotel “Na Naberezhnoi”)

**Author:** Molchanova Olga Sergeevna

**Scientific Supervisor:** candidate of economic sciences, associate professor, Chair of tourism and hotel service, A.V. Yefimov

**Information about customer organization:** Co Ltd “Plaza”, Hotel “Na Naberezhnoi”, city of Volgodonsk.

**Topicality of the research.** Development of competitive relations in the hotel market of Russia, freedom and possibility to pursue entrepreneur activities demanded the advancement of such form of a hotel business as small-scale hotels. From the economic point of view, the advancement of small-scale hotels contributes to economic and social stability, efficiency and mobility of market regulator activities, flexibility of economic structures and, finally, to increasing of national competitive advantages.

**Objective of the research** is development of practical recommendations to strengthen the competitive posture of a small-scale hotel by various marketing means based on the analysis of theoretical and practical aspects of the problem discussed.

**Tasks of the research are:**
- to define the concept “small-scale hotel” and to specify the peculiarities of its functioning;
- to characterize the logic of conducting marketing research and the factors influencing the competitive posture of a small-scale hotel;
- to disclose different constituents of hotel service competitiveness;
- to study the productive activity of the Hotel “Na Naberezhnoi”;
- to carry out marketing research of the competitive posture of a small-scale hotel “Na Naberezhnoi”;
- to specify major directions of strengthening of the competitive posture of a small-scale hotel “Na Naberezhnoi” by marketing means.

**Theoretical significance** of qualification paper consists in making general conclusions of theoretical research connected with the possibility of implementing various marketing means in the activities of small-scale Russian hotels which influence the competitive posture of hotels.
**Practical significance** infers the fact that conclusions and results of the conducted marketing research of “Na Naberezhnoi” competitors and given recommendations will increase customers loyalty to the hotel and will provide a more competitive posture in the hotel market of Volgodonsk city.

**Results of the research:**
Small-scale hotels have features of a family business: management of the hotel is conducted by a family or by a group of people who have confidence in each other. This factor contributes to the atmosphere of such hotels and makes the style of each hotel unique. In Europe a hotel is considered to be small-scale if it has approximately 50 rooms. In the USA the number is 150 rooms at maximum. In Russia, small-scale hotels amount to 15-50 rooms as a rule.

Theoretically we distinguished three basic approaches to the definition of a small-scale hotel: quantitative, qualitative and combined. The complex marketing study of the hotel market consists of several parts: the study of a hotel product, the study of the hotel market, the study of hotel product customers, the study of hotels-competitors.

Competitiveness of a hotel enterprise is its advantage in relation to other enterprises of this sector inside the country and beyond its borders. In other words, competitiveness represents the sum total of competitive advantages, which provide competitive posture of the hotel in a definite market. The stability of a hotel enterprise position in the market is determined by the competitiveness of products and services produced and by the capability to compete. Competitive posture of the hotel immediately influences the advantages of a hotel enterprise against its competitors and, ultimately, ensures competitiveness, i.e. competitive posture is a constructive element of a broader notion of competitiveness.

**Recommendations:**
The major role in marketing activities of the Hotel “Na Naberezhnoi” acquires the positioning of hotel services which implies:
- participation in exhibition activities;
- participation in conferences, symposiums and other events, dedicated to hotel business;
- support and participation in cultural and sporting city events.

A special incentive customer program can strengthen the competitive posture of a small-scale hotel “Na Naberezhnoi”. Bonuses are presented by:
- a gift delivered to the room (a beverage);
- 48 hour booking of the room;
- increasing the servicing class;
- free local telephone connection and communication;
- mandatory confirmation of booking;
- special weekend discounts;
- preferences in room selection;
- possibility of a late check-out.