Summary

Subject matter: THE CORPORATE CULTURE IMPROVING AS INTEGRAL ELEMENT OF BUSINESS MANAGEMENT SYSTEM OF THE HOTEL SERVICE INTERPRISE (based on the example of spa-resort «Mashuk Aqua-Therm», Zheleznovodsk)

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Topicality of the research. The modern market of tourism and hospitality industry is increasing every day. The hotel service enterprises decide the problem of their competitiveness in the market and the demand for consumers in different ways. However, not all hoteliers attach importance to the role of corporate culture, which is an important tool in the management of the organization.

According to the Russian and western researchers companies that have developed corporate culture occupy rather high position in the global hotel market. The fundamental principles, values and norms develop a collective consciousness, establish and regulate the relationship between employees and set the main directions of the successful development of the organization. Corporate culture is a key factor that determines the success of the company in both domestic and international hotel market, and an effective management tool.

Objective of the research is to design directions and measures of improving the corporate culture of spa-resort «Mashuk Aqua-Therm» and increase its role in the enterprise management system in terms of domestic and international experience research.

Tasks of the research are:
- to consider the essence of the concept of «corporate culture», to allocate its constituent elements and levels;
- to explore the stages of the corporate culture development as an element of enterprise management system of hotel service;
- to identify the development trends of the corporate culture on the basis of modern international hotels;
- to highlight the problems and development prospects of the corporate culture in russian hotels;
- to analyze the development level of the corporate culture in spa-resort «Mashuk Aqua-Therm»;
- to develop the directions and measures of improving the corporate culture of spa-resort «Mashuk Aqua-Therm»;
to determine the extent of a possible increase of its role in the enterprise management system of hotel service.

**Theoretical significance** consists in the possibility of using the results of research in the development of training programs of the subject «Effective management of the hotel enterprises», «Management in the hospitality industry», and also evolves and organizes the frame of reference on the corporate culture of hotel service enterprises.

**Practical significance** consists in the fact that the main results of the research can be used as provisions to improve the management system and develop the corporate culture of spa-resort «Mashuk Aqua-Therm, as well as other Russian hotel service enterprises.

**Results of the research.** The corporate culture exists in every hotel service enterprise and affects its activity as well as employees. It was renowned only in the middle of the XX century and today it is a powerful management tool. The versatility of the concept «corporate culture» is explained by the existence of its various levels and elements. American scientist Edgar H. Schein identifies the following levels: artifacts (external), values (internal) and primary beliefs (depth) due to which it is possible to analyze the current state and identification of gaps.

The corporate culture in hotel service enterprises abroad, as contrasted with Russian establishments, has complex development at all three levels, that encourages employees to certain rules of behavior and activity. This fact leads to the spread of such international hotel chains around the world as Hyatt Hotels Corporation, Hilton Worldwide, Marriott International and the Ritz-Carlton Hotel Company.

The Russian hotel industry is characterized by a large number of small hotels (with «family» corporate culture), and the majority of hotels that operate under international brands (137, while there are 72 under national).

**Recommendations.** Based on the analysis of the corporate culture of spa-resort «Mashuk Aqua-Therm can offer the following recommendations:

- to use the buddy system;
- to implement the proposed incentive system based on points accumulated by each employee;
- to organize regular quarterly meetings with the CEO;
- to hold twice a year the event «Day of the employee», which main purpose is to unite the team;
- to conduct an annual campaign to help children on November 20th (World Children's Day).