

CORONAVIRUS PRIORITIES IN MARKETING MANAGEMENT OF MICROENTERPRISES IN THE HOSPITALITY FIELD

КОРОНАВІРУСНІ ПРІОРИТЕТИ В УПРАВЛІННІ МАРКЕТИНГОМ МІКРОПІДПРИЄМСТВА СФЕРИ ГОСТИННОСТІ

UDC 339.138:379.8

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The article summarizes experience in determining the essential characteristics of the hospitality industry. The modern realities of functioning of microenterprises in the field of hospitality in the conditions of the COVID-19 pandemic are considered. The priority functions in marketing management of the hospitality microenterprise are formulated. The theoretical understanding of concepts is specified: marketing position, marketing process and marketing technology. Coronavirus priorities in the management of marketing of a microenterprise in the field of hospitality are identified on the basis of a description of the state of the problem. A business model for a microenterprise in the hospitality sector is proposed. Methodological bases of formation of system of marketing management are developed. It is concluded that one of the conditions for ensuring the competitiveness of the hospitality industry in the post-coronavirus world should be the adoption of emergency measures to preserve the economic potential of microenterprises.

Key words: hospitality, marketing management, strategy, business, microenterprise, coronavirus economy.

В статті обобщен опыт по определению сути индустрии гостеприимства. Рассмотрены современные реалии функционирования микропредприятий сферы гостеприимства в условиях пандемии COVID-19. Сформулированы приоритетные функции в управлении маркетингом микропредприятий сферы гостеприимства. Уточнены теоретические понятия: маркетинговая позиция, маркетинговый процесс, маркетинговая технология. Выделены коронавирусные приоритеты в управлении маркетингом микропредприятия сферы гостеприимства на основе описания проблемы. Предложена бизнес-модель для микропредприятия данной сферы. Разработаны методические основы формирования системы управления маркетингом. Сделан вывод, что условием обеспечения конкурентоспособности сферы гостеприимства в посткоронавирусном мире должно быть принятие экстренных мер по сохранению экономического потенциала микропредприятий, развития интеллектуального потенциала, предпринимательского духа и культуры.

трени современные реалии функционирования микропредприятий сферы гостеприимства в условиях пандемии COVID-19. Сформулированы приоритетные функции в управлении маркетингом микропредприятий сферы гостеприимства. Уточнены теоретические понятия: маркетинговая позиция, маркетинговый процесс, маркетинговая технология. Выделены коронавирусные приоритеты в управлении маркетингом микропредприятия сферы гостеприимства на основе описания проблемы. Предложена бизнес-модель для микропредприятия данной сферы. Разработаны методические основы формирования системы управления маркетингом. Сделан вывод, что условием обеспечения конкурентоспособности сферы гостеприимства в посткоронавирусном мире должно быть принятие экстренных мер по сохранению экономического потенциала микропредприятий, развития интеллектуального потенциала, предпринимательского духа и культуры.

Ключевые слова: сфера гостеприимства, управление маркетингом, стратегия, бизнес, микропредприятие, коронавирусная экономика.

В статті узагальнено вітчизняний і зарубіжний досвід щодо визначення сутнісних характеристик індустрії гостинності, що дозволило окреслити специфічні риси галузевих компаній мікробізнесу. Розглянуто сучасні реалії функціонування мікропідприємств сфери гостинності в умовах дії пандемії COVID-19 на вітчизняному ринку послуг гостинності з урахуванням новітніх вимог до організації підприємницької діяльності. Розширено, доповнено та сформульовано пріоритетні функції в управлінні маркетингом мікрокомпанії сфери гостинності, які ґрунтуються на базовому наборі функцій управління за класичною теорією менеджменту: планування, організація, контроль. Уточнено теоретичне розуміння таких понять, як "маркетингова позиція", "маркетинговий процес" і "маркетингова технологія" в коронавірусному економічному просторі. Виокремлено коронавірусні пріоритети в управлінні маркетингом мікропідприємства сфери гостинності на основі опису стану проблеми, до яких віднесено: цифровий маркетинг, стратегічний маркетинг, компетентності персоналу, організаційна структура маркетингу, методика маркетингу, інноваційний маркетинг, мережа прихильників мікрокомпанії. Запропоновано бізнес-модель для мікропідприємства сфери гостинності, яка базується на інформатизації маркетингових процесів та включає чотири елементи: організаційну, функціональну, інформаційну та цифрову моделі маркетингу. Розроблено та схематично представлено методичні засади формування системи управління маркетингом. Зроблено висновок, що однією з головних умов забезпечення конкурентоспроможності вітчизняної сфери гостинності у посткоронавірусному світі має бути прийняття екстрених заходів зі збереження економічного потенціалу мікропідприємств, розвитку їх інтелектуального потенціалу, підприємницького духу й культури. Прогноз доцільності використання процесного підходу в управлінні маркетингом ґрунтується на забезпеченні виживання, економічної безпеки, підвищення конкурентоспроможності, зміцнення позицій на ринку гостинності, відмові від неефективних функцій та робіт, що призводять до зайвих витрат.

Ключові слова: сфера гостинності, управління маркетингом, стратегія, бізнес, мікропідприємство, коронавірусна економіка.

Formulation of the problem. Today it has become obvious that the sphere of tourism has a beneficial effect on the formation and development of political, social, interpersonal cultural relations on an international scale. The global tourism industry tops the list of the most important socio-economic areas of the global business industry, and the tourism product is a priority in the context of market research, individual segments, infrastructure, principles and laws of operation, specifics of regional consumption, etc.; it has become the lifestyle of millions of people. In the last decade, tourism has multi-vector directions of development, each of which requires a separate study. To one of these areas, different in rank and status, scientists from some countries include the field of hospitality.

The generalization of domestic and foreign experience in determining the essential characteristics of the hospitality industry allowed to outline that it covers various forms of activities in the field of services related to the reception and service of guests, namely: these are services based on the principles of hospitality and are characterized by generosity and friendliness towards consumers; it is a set of business entities, such as hotels and motels, travel agencies, display facilities. What all these enterprises have in common is that their product is a complex of physical, social, emotional components; enterprises of the hospitality industry (restaurants, hotels, resorts) participate in the creation of an invisible product suitable for consumption only at the time of its offer to the

consumer. Thus, hospitality is the process of receiving and serving guests globally and locally.

Referring to the specifics of the sale of tourist products by hospitality enterprises to end consumers, it should be noted that the vast majority of them according to the classification of the division refers to microenterprise (book value of assets – up to 350 thousand EUR; net income from sales of products (goods, works, services) – up to 700 thousand EUR, the average number of employees – up to 10 people) [1]. Under these conditions, microenterprises often find themselves at a disadvantage in the market, as larger competitors have much more powerful capital, an attractive brand and more powerful levers of influence. In the conditions of COVID-19, additional organizational, legal and economic burden falls on the hospitality market operators, which are microenterprises. From this point of view, the traditional approach to the use of marketing tools in the fight against competitors for the consumer is already considered ineffective and needs to be improved at the operational, tactical, strategic levels. That is, the entire management system of marketing activities of the enterprise in the field of hospitality needs to be immediately reviewed in relation to the specifics of doing business. That is why the direction of scientific research is logical, timely, and relevant.

Analysis of recent research and publications.

The degree of study of this problem allows us to determine that the services of the Ukrainian hospitality market is a more changing environment for doing business in microbusiness than the tourism industry as a whole, due to its propensity to influence various and numerous factors of the coronavirus environment. The growing level of competition, commercialization of infrastructure facilities, increasing the number of medical and legal tourist formalities, as well as many negative factors of COVID-19 led to the need for immediate implementation of new approaches to marketing management and business practices of domestic hospitality microenterprises. However, certain differences must be taken into account, which are related to the specifics of services, forms of sales, working conditions, etc., due to which marketing management requires a separate area of research.

Problems of hospitality marketing are revealed in the works by foreign and domestic scientists, such as: Azar V., Bowen J., Haranin N., Durovich A., Karpova H., Kotler P., Mackenz J., Papyrian H., Rieger A., Rogov G., Rozanova T., Saunders J. etc. Specific features of regulating the development of marketing management systems for tourism enterprises and microenterprises in the hospitality sector are occasionally covered in the scientific works by famous scientists, namely: Alekseev Y., Zaitseva V., Kyfiak V., Pavliuk K., Porter M., Skliar H., Udovychenko V., Harrod R., Tsibukh V. etc.; the presentation of their opinions made a significant

contribution to the classical knowledge of the development of microbusiness. Practical aspects of implementation of marketing management mechanisms in hospitality companies in local tourist destinations in the conditions of pandemic COVID-19 are considered in researches by Vindiuk A., Vasylichev D., Vasylieva O., Hres-Yevreinova S., Kuklina T., Mamotenko D., Pruss V. and others [2; 3; 6; 8; 9].

However, in the presence of a significant number of scientific ideas of domestic and foreign scientists today there are almost no comprehensive studies on the formation of effective approaches, tools, mechanisms to determine sustainable priorities for marketing management systems of microbusiness companies in the domestic hospitality industry in the coronavirus economy of Ukraine.

Setting objectives. The aim of the theses is to study the current realities of the functioning of microenterprises in the hospitality industry in the context of the COVID-19 pandemic and on the basis of management marketing functions to develop coronavirus priorities and guidelines for forming a marketing management system.

Presentation of the main research material.

Hospitality marketing can be represented as a system of management and organization of entrepreneurs, companies and business structures to develop innovative effective types of integrated tourism services, offering them in local, global, virtual markets to best meet consumer demands, sales for profit or achieving certain goals and interests of enterprises in this field of services on the basis of continuous improvement of the quality of the final product and research, accounting for processes that are changing in the global tourism space [4; 5; 7]. Currently, the hospitality industry in Ukraine is undergoing a number of significant changes under the influence of the COVID-19 pandemic. In all subsystems of hospitality there is a search for new forms of cooperation between market counterparties, characterized by division of labor, specialization, cooperation of firms, agencies and operators.

With the constant change of the tourist market and the flow of travelers, the competition is extremely high, especially among microenterprises. Under the influence of coronavirus factors as factors of increasing competition in the market, firms are forced to focus on meeting the individual needs of customers and that is why the hospitality industry needs marketing professionals who have already acquired relevant competencies and understand global and local business issues. Microenterprises must respond to the transformed needs of customers by developing new creative strategies based on building coronavirus priorities in marketing management. To achieve a positive economic effect requires close coordination of marketing activities of different companies in this field of services within a holistic coordinated concept

of marketing location or other entity, developed on the basis of a differentiated approach. With the transition of the domestic hospitality economy to the adaptive management mechanism in the conditions of COVID-19 there is an acceleration of market deregulation and transformation of business structures of microbusiness to a multi-vector policy of building marketing relationships with customers. Coronavirus realities dictate to microbusiness the latest requirements for business organization, which are associated with a decrease in the level of economic security and, at the same time, an increase in the level of financial risk. Also in the area of special attention and responsibility of the management of firms should be issues of entrepreneurial risk, the reduction of which should be achieved only through the development and most accurate use of the concept of coronavirus marketing [10; 13]. It is clear that an entrepreneur cannot keep a consumer of services if he or she does not receive a return on invested capital and if he does not again invest part of the profit in the production of a hospitality product to meet the needs and desires of its customers [11; 12].

That is, marketing in the field of services is not a one-time and unambiguous action, tool, measure, but affects all areas of each microenterprise, its organizational and functional structures, and managing the implementation of coronavirus marketing activities and mechanisms becomes a daily practice of the team and partners.

From the point of view of the World Tourism Organization, there are three main functions of marketing: establishing contacts with customers, development, and control. On this basis, the authors expanded, supplemented and formulated priority functions in marketing management of microenterprises in the hospitality sector, which are based on a basic set of management functions according to the classical theory of management, namely: planning, organization, control (Table 1).

It should be added that the marketing departments of microenterprises must constantly expand their functions in the context of the COVID-19 pandemic, with special emphasis on mutually beneficial relationships with consumers. Long-term customer relationships are much cheaper than the marketing costs

that are necessary to increase a potential customer's interest in the company's services.

The integrated product of a microenterprise in the field of hospitality, first of all, should be a profitable purchase for the consumer, so marketing management should focus on consistent actions that are aimed at achieving this goal. Taking into account the coronavirus priorities in marketing management, the owners, management and staff of the microenterprise should pay special attention to understanding such concepts as "marketing position", "marketing process" and "marketing technology". The marketing position is based on the fact that in a functioning coronavirus market and the latest state of competition, transformed demand determines supply, and therefore, the success of entrepreneurship depends on its ability to offer innovative and virtual services in a certain quantity and quality, in real or virtual place and at such a price, that would meet actual and potential demand. That is, the initial coronavirus marketing position is the presence of a certain market and sufficient consumer demand for the services of microenterprises in the hospitality industry. Only after confirming reliable data on demand, the firm can actively develop a marketing strategy and plans for its implementation; however, if demand is insufficient, you should look for ways to create or stimulate it, which, in turn, adjusts the profile of the enterprise. Basically, any market measure can be considered justified if it is based on a real assessment of demand and does not pose an additional threat to the firm. Regarding strategic marketing, it should be added that a microenterprise in developing a post-coronavirus vision of its position in the hospitality market should actively generate demand based on forecasting its development.

The marketing process, which microenterprise management should understand as a series of interconnected integrated coronavirus marketing activities that begin with identifying market conditions and demand and include planning, development, production, distribution and sale of services to end users. Marketing technology in the context of the COVID-19 pandemic should be based on management methods in marketing used by entrepreneurs in the process of studying demand, planning production and sales of services.

Table 1

Priority functions in marketing management of the microenterprise

Planning	Establishing contacts with customers	customer belief that the place of rest (location), infrastructure, services, forecast benefits fully meet the expectations that customers want to get
Organization	Development of relationships and contacts with customers	designing innovations that will be able to provide the latest opportunities for their supply in terms of technological compliance with consumer needs and preferences of potential customers.
Control	Control and audit of usefulness of contacts	analysis of sales of various services to customers and verification of the extent to which the results reflect the state of use of available opportunities in the field of hospitality of a particular micro-enterprise.

That is, the coronavirus specifics of marketing management is a certain system of interrelated techniques and activities (comprehensive analysis of market segments, quality product offer, digital visualization of supply, analysis of systems and sales channels, digital sales, product advertising in cyberspace) that allow microenterprises positive results in the local market of hospitality services in the conditions of the COVID-19 pandemic. Based on the description of the state of the problem, coronavirus priorities in the marketing management of a microenterprise in the hospitality sector are singled out (Table 2).

It is established that the basis for building a marketing management system is to create a business model of the company, which is a formalized description (graphic, text, table) of a particular aspect, the scope of its activities and a detailed description of information flows. The modern business model of a microenterprise in the field of hospitality, based on process informatization, is a tool for effective marketing management, which allows you to accurately understand and model the marketing management process of the company in terms of COVID-19. This business model should be a set of interconnected four components (Figure 1).

It should be added that some scientists note that the first step in building a marketing management system for a microenterprise is to develop a functional model that will implement marketing management based on business processes, identify business processes at the macro level, mark their inputs and outputs, develop functional connections links between all these processes. It is worth emphasizing that in practice such microprocesses are typical for all areas of microenterprise, among the set of which operations with customers, suppliers, marketing planning processes, hospitality product management, control, personnel management, finance play an important role [14; 15]. According to Figure 1, with respect to microenterprises, the authors propose an updated business model that includes four elements. One of the equal elements is the digital model, which is based on business processes that are influenced by customers of the enterprise, the input results. It should also be noted that the construction of a functional model gives the leaders of the hospitality company the opportunity to see the marketing system of the organization at the macro level and have an idea of the general scheme of information flows in microbusiness.

Table 2

Coronavirus priorities in marketing management of a hospitality microenterprise

Priority	Problem state
Digital marketing	In Ukraine, in the field of hospitality, digital marketing is not yet fully used, insufficiently effective marketing services with appropriate traditional functions are being created, digital tools and marketing techniques are not supported. Ten years ago, marketing did not find a suitable application in the field of hospitality; however, increasing competition, commercialization and expansion of the industry led to the need to quickly introduce the basic elements of marketing in the digital practice of microenterprises.
Strategic marketing	In a large number of domestic microenterprises, the concept of marketing management is not a key element of the business management philosophy. Marketing activities are limited to the formation of the nomenclature, pricing policy, advertising, sales plan. Of course, the outlined plans have only a short- and medium-term structure. However, in the context of COVID-19, managers are stepping up their efforts and paying more attention to the strategic marketing approach in doing business, which is a condition for ensuring its competitiveness.
Staff competencies	Microenterprises should immediately organize targeted marketing services with qualified staff to deal with the company's post-coronavirus development strategy, conduct digital marketing analysis, develop sales promotion measures that are most acceptable to the microenterprise, find useful sales channels, and engage in PR-campaigns and the formation of corporate identity.
Organizational structure of marketing	The management of microenterprises in modern conditions of COVID-19 should pursue an active marketing policy, improve marketing services, expand and stimulate their activities.
Innovative marketing	The manager must regulate, motivate, stimulate the staff of the marketing department, take into account their suggestions and gather meetings based on the results of strategic marketing research in order to develop innovative measures and mechanisms to solve the problem in the corona viral environment.
Marketing techniques	Formation of the methodology of management of marketing activity of the microenterprise on the principles of system, strategic, long-term, partnership, digitalization. It should be borne in mind that the domestic hospitality industry has post-coronavirus prospects for rapid recovery and modernization of these changes.
Microenterprise network of supporters	The basis for the formation of post-coronavirus marketing strategy for the development of microenterprises in the hospitality industry should be a bet on repeat purchases of services by consumers, which, in turn, will allow the company to form a segment of target customers, which will be characterized by a high degree of commitment and loyalty.

Source: suggested by the authors

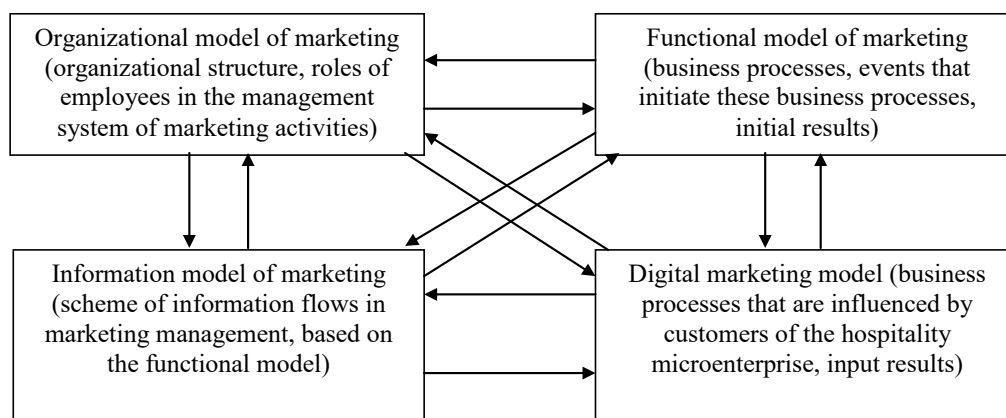


Figure 1. The structure of the business model of the microenterprise

Source: updated by the authors

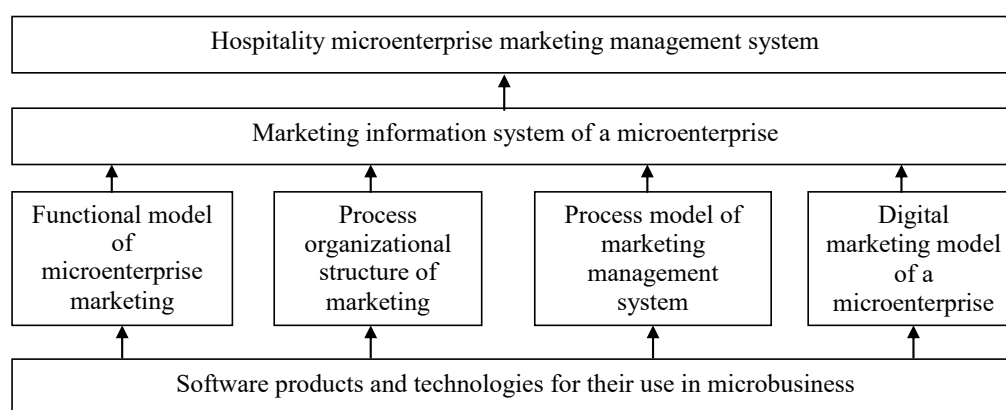


Figure 2. Methodological principles of forming a marketing management system

The formation of an effective marketing management system of the microenterprise is possible in compliance with certain methodological principles, which are given in Figure 2.

Thus, the role of business processes in the formation of marketing management system of microenterprises in the hospitality industry is very significant. Defining the main and auxiliary business processes of the organization with detailing their description and informatization of clearly formulated regulatory processes of marketing management makes it possible for the hospitality company to create effective interaction between all departments and establish links between marketing subsystems (strategic management system, personnel management system, service quality management system, etc.).

Conclusions. Today, domestic microenterprises in the hospitality industry are experiencing a time of enormous financial difficulties. The paradox of the crisis period is that in the conditions of COVID-19 in Ukrainian business intensive creative work is carried out at the level of business structures, microenterprises, entrepreneurs to develop an adaptive mechanism, coronavirus marketing management priorities, post-coronavirus strategy of sustainable business

development. One of the main conditions for ensuring the competitiveness of the domestic hospitality industry in the post-coronavirus space, the authors consider the adoption of emergency measures to preserve the economic potential of microenterprises, development of their intellectual potential, entrepreneurial spirit and culture. Also, the role of business process informatization in the effective functioning of a microenterprise is extremely important. The feasibility of implementing a process approach in the microenterprise's marketing management system on the verge of business transition to the post-coronavirus era is based on the urgent need to ensure survival, increase competitiveness, economic security, reduce time to transform staff mentality to new environmental challenges, strengthen positions in the hospitality market, abandoning inefficient functions and work that leads to unnecessary costs.

Having great potential for further development and transition to a new level of quality in the operation of the enterprise today more attention should be paid to the priority coronavirus business aspects in management marketing. The successful experience of transformation and adaptation to new global conditions of hospitality enterprises of other countries, regions,

tourist destinations, companies, which is accessible, which should stimulate domestic organizations and serve as a reference point in the process of reorganization of own activity in this business sphere, should be useful. Further explorations should be of interest in developing post-coronavirus priorities in microenterprise marketing management.

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