

## **FACTORS OF NEGATIVE IMPACT ON THE DEVELOPMENT OF THE HOSPITALITY INDUSTRY AND RECOMMENDATIONS FOR OVERCOMING THEM**

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Possible measures to overcome the negative impact:

1. War and deterioration of the international situation.

Possible measures to minimize the negative impact:

- activation of marketing policy aimed at attracting domestic tourists;

- participation of the hotel enterprise in various programs and actions aimed at increasing the recognition of the hotel enterprise, which will make the image more positive in the perception of certain social groups.

2. Expansion of digitalization and constant technological updates, which leads to a possible reduction of staff, to the unavailability of some services as part of the hotel product due to complications in using technological innovations or the impossibility of purchasing and installing them at the hotel enterprise.

Possible measures to minimize the negative impact:

- development of a more flexible functional load and more flexible employment schedules for the staff;

- the introduction of technological innovations into the composition of the hotel product as additional rather than the main forms of consumption.

3. Changes in the culture of consumption, which lead to the leveling of the value of recreation and the importance of comfort during accommodation.

Possible measures to minimize the negative impact:

- joint efforts with authorities (for example, local level) to popularize recreation as an integral and important part of human life.

4. Deterioration of the economic situation, which leads to a decrease in demand for hotel products.

Possible measures to minimize the negative impact:

- optimization of the composition of services included in the hotel product without compromising the overall level of quality;

- flexible pricing policy.

5. Stagnation of the hospitality industry, which leads to a decrease in interest in it on the part of the authorities.

Possible measures to minimize the negative impact:

- activation of various trade unions and associations in matters of lobbying

the interests of the industry;

- participation in state programs to support certain categories of citizens (participation in the implementation of social tourism programs).

6. The state of the market, which stimulates intensive growth of competition.

Possible measures to minimize the negative impact:

- search for opportunities to form new competitive advantages;
- consideration of the possibility of entering (and exiting) new markets.

7. Low level of consumer loyalty.

Possible measures to minimize the negative impact:

- adaptation of applied loyalty programs to changing consumer requests;
- participation of the hotel enterprise in various programs and actions aimed at increasing the recognition of the hotel enterprise and those that emphasize its social responsibility.

8. Decrease in staff qualifications, decrease in the number of employees with a high professional level, which results in a decrease in the quality of hotel services, a narrowing of the range of services offered, and a deterioration in the image of the hotel enterprise

Possible measures to minimize the negative impact:

- regular application of preventive measures aimed at attracting and retaining highly qualified employees;
- construction of an effective system of training, retraining and advanced training of employees of the hotel enterprise;
- active cooperation with educational institutions engaged in training personnel for the hospitality industry in order to "grow" future employees who have a high level of theoretical and practical training.

9. Lack of management support for employee initiatives to develop competitiveness.

Possible measures to minimize the negative impact:

- joint efforts of all employees and external partners of the hotel enterprise to promote their own initiatives.

10. Insufficient staffing of the hotel enterprise with all the necessary materials for creating an attractive hotel product of the required quality level.

Possible measures to minimize the negative impact:

- change in strategic settings;
- use of the most rational methods of using resources;
- optimization of personnel.

All of the above-mentioned cases of negative impact of factors of various origins require significant efforts for their prompt detection, as well as the development and implementation of adequate countermeasures.