

Assessment of the Impact of Strategic Factors on the Activities of the Mini-Hotels of Kazakhstan

¹L. Mutaliyeva, ²M. Smykova and ³L. Baitenova

¹Department of Tourism and Service, Kazakh University of Economics,
Finance and International Trade, Astana, Kazakhstan

²Department of Management and Marketing of International Academy of Business,
Almaty, Kazakhstan

³Department of Applied Informatics of Kazakh Economic University
named after T. Ryskulov, Almaty, Kazakhstan

Abstract: Hotel industry developing in conditions of changing external environment and the factors that influence the development strategy of the hotels. In Kazakhstan, the hotels are divided into two types: hotels having categories on a five-s system and small hotels without categories. A study of mini-hotels in Kazakhstan shows that the sophistication of the market environment and changes in the composition and value of the various factors impacting on the enterprises of hotel industry requires a qualitative transformation of their activities. With this purpose assessed the influence of external and internal factors on the activities of the mini-hotels and determine how effectively respond top managers of these factors. According to the results EFAS-analysis of external factors affecting the development of the hotel industry, can highlight the most significant:

- Active government policies on tourism development in the country;
- The development of the competing countries in the tourism sector with a competitive advantage on price factors;
- Kazakhstan is not known on the international market and has not yet formed the country's image.

The analysis showed that the company management is poorly responds to external changes, which leads to the choice of trajectory and development strategy, not corresponding to the state of the environment. Evaluation of external factors, conducted with the help of IFAS analysis helped identify the defining of them:

- Economic freedom of hotels;
- flexibility in relations with clients;
- Authoritarian type of management;
- Weak management system and training in the hotel industry.

According to the final matrix SFAS analysis of small hotels of Kazakhstan has defined the strategy of development of hotel industry aimed at improvement of management system repositioning of hotels to suit market requirements, development and application of international standards, creating loyalty programs for clients, increasing specialization of small hotels.

Key words: Strategic factors • Mini-hotels • Factors remote • Branch and operating environment • EFAS-analysis • IFAS-analysis • SFAS-analysis • Positioning • Strategy development.

INTRODUCTION

At the present stage the behavior of the hotels on the international market depends not only on market factors - their competitiveness and financial position, as well as strategic decisions. Hotels in a constantly changing environment and sometimes unpredictable market it is necessary not only to monitor but also to respond quickly to change. Changing consumer preferences, consumer culture in the hotel market requires new approaches to service and quality of service [1].

Factors of external environment of the hotel enterprises can be divided into three categories: factors remote, branch and operating environment. Factors remote environment include economic, social, political, technological and environmental factors. Factors sectorial environment places include such as entry barriers in the hotel business, the power of the seller, buyer power, availability of substitute products, competition [2]. Professor Michael Porter of Harvard identifies the factors sectorial environment as the basis for strategic development and planning of the company [3]. The factors operating environment include competitors, creditors or investors, customers, employees and suppliers. Hotels with famous brands not only analyze the influence of these factors, but also determine how many top managers react to changes [4].

In Kazakhstan, all hotels can be divided into two types, the first type of hotels that use a five-star classification or refer to international hotel chains, the second type - hotels without categories that do not use strict standards. For the second type of accommodations characterized by a low -level, respectively, financial instability. For this type of hotel it is important to assess how active they react to changes in the environment [5]. According to the Statistics Agency of Kazakhstan, in 2011 a proposal for accommodation facilities in Kazakhstan amounted to 81.015 beds in accommodation facilities of 1642 [6].

Category «unclassifiable hotels and other objects of temporary residence» constitute 73% of the General services of temporary paid accommodation in Kazakhstan. This means that nearly three-quarters of temporary accommodation services in Kazakhstan is not applicable regulation in the part of the quality standards in accordance with international standards. Basically this hotel enterprises of small and average business. In the world practice most hotels use deductible for expansion of hotel chains. Franchising provides benefits since the hotel enjoys the well-known brand, proven-effective technology, consumer confidence [7].

Assessment of the Development of Mini-hotels of Kazakhstan:

As is known, the most important market reforms in the hotel industry is conducted from above in Kazakhstan include: price liberalization, reform of the governance, financing and allocation of resources, the creation of a new economic system and privatization. Also noticeable result of the reforms can be considered decentralization of the management process and decision-making in the tourism and hospitality industry in Kazakhstan. Elimination of administrative control over decision-making at the micro level was one of the most important achievements in the liberalization of conduct of hotel enterprises and their economic independence. Top-managers of hotels now have more freedom of decision and actively use the experience of foreign countries, but to a lesser extent assess the impact of external factors [8].

The analysis of activity of mini-hotels in Kazakhstan suggests that existing in the domestic hotel industry inadequately modern requirements and not complying fully with the structural role. This is due largely to the current control system and low use of strategic opportunities [9].

One of the problems in the world of practice is booking for more than 100%. Hotels want to get the maximum load and often the same room booked twice, given the fact that not all of your booking will be realized. Ultimately, all this can lead to problems associated with the lack of rooms and dissatisfaction of consumers [10]. In practice, Kazakhstan hotels also performed during the seasonal period rebooking, but do not use any compensatory measures.

Assessment the Impact of External Factors on the Activity of Mini-hotels of Kazakhstan:

To conduct a comprehensive analysis of the impact of strategic factors and responses of small hotels on them separately is advisable to analyze internal and external factors.

Spent scanning the public and operating environment revealed a number of the most probable external factors, especially significant for small hotels.

For a more precise analysis of external factors and assesses how actively hotel managers respond to these factors in the light of the perceived importance, was held EFAS- analysis. The analysis results are shown in Table 1 [11].

Based on the analysis of external factors and activity of mini-hotels that respond to these factors can make the following conclusions:

Table 1: Generalized analysis of external factors (EFAS) for small hotels of Kazakhstan

External factors	Weightcoefficient	Rating	Rating taking into account the coefficient	Comments
1	2	3	4	5
Opportunities				
InvestmentattractivenessofKazakhstan	0.04	2	0.08	Interest in the Kazakh market
State Tourism Development Programme in Kazakhstan	0.1			Creating conditions for the development of tourism and the influx of tourists into the country
3	0.3			
Concentration of hotels in metropolitan areas	0.04	2	0.08	Underdevelopment and the low level of occupancy rates in the regions
Heightdiscreteincomeconsumers	0.12	4	0.48	Increased free income consumers providing increased demand for tourist trips
Increasing flows of tourists in Asian region	0.02	3	0.06	Showing interest in alternative culture and mentality
Threats				
The economy's dependence on raw materials (oil, metals)	0.1	4	0.4	Priorities in the strategies and development plans of the state
Investment attractiveness of other countries	0.04	2	0.08	Participation in the development of hotel business in other countries (Russia, Uzbekistan, Kyrgyzstan)
Ecological state of the regions of Kazakhstan	0.03	3	0.09	Negative attitude on the part of foreign visitors
Preferences of consumers inside the country to have a rest abroad	0.05	4	0.2	The high level of prices in hotels within the country and no correspondence between price and quality
Imperfectionofthelegislation	0.07	3	0.21	Lack of clear standards for hotels
The low level of development of tourist industry	0.15	5	0.75	The low level of interest of foreign tourists to Kazakhstan
Large emerging markets of East Asia competitors	0.1	4	0.4	Active development of tourism and hotel business in neighbouring countries
High inflation in the country	0.07	3	0.21	The growth of prices in hotel business
Immature image and low awareness of Kazakhstan on international markets	0.07	4	0.28	The absence of systematic approach in the formation and promotion of the country and tourist image of the country
In total	1.0	3.28	3.62	

- The impact of external factors on the level of the average (3.28);
- Overall ranking based on weight classes above the average (3.62) shows that the hotels are not fully responsive to the current and expected environmental factors.

Of all the factors that influence the activity are not large hotels, there are several, to which the response from the hotel managers can improve their market position. In particular threats to the external environment is related factor such as low level of development of tourism in Kazakhstan. So in 2012 in Kazakhstan declined entry flows of foreign tourists compared to the year 2011 to 5856 people and the number of domestic tourists decreased over the same period for 3151 people [12].

Huge impact of tourism on development of the hotel industry. Hotel industry connected with tourism, between them there is a direct dependence and therefore the external factor is determinative [13,14]. One of the strategic tasks of the hotels, in the conditions of market economy, determines how to mitigate the negative influence of this factor.

Strong influence on the development of hotel enterprises in Kazakhstan provides competitor markets, which have the advantages of both the level of tourism development, infrastructure, reputation, price policy hotels [15]. For the formation of the optimum price policy

hotels, as noted by foreign experts, should form together with a third party (foreign tour operators, representatives), as a joint decision to give a more effective approach in pricing [16]. The price formation should be taken into account service quality, availability of related services and supplementary services and differentiation of the hotel, i.e. what are the competitive advantages of the hotel and how it differs from competitors [17, 18].

The economy's dependence on the commodity sector is reflected in the fact that the state regulates, in particular, this sector, which is of paramount importance in the economy of the state depends on the stability and sustainability of the economy of Kazakhstan [19].

One of the external factors negatively influencing the development of hotels is still unformed image and low awareness of Kazakhstan on international markets. Despite the fact that the influence of this factor is insignificant, but it still exists and has a negative impact on attracting foreign visitors to the country.

Managers of hotels must be aware of the implications of this factor and, for this purpose it is expedient to establish effective relations with foreign operators, hotels [20]. Significant influence on the formation and development of the tourism industry has social networks, media and Internet marketing [21,22].

The ecological status is one of the factors in the external environment. This factor has an indirect impact, but ultimately affects the tourist demand and

Table 2: The results of the generalized analysis of internal factors (IFAS) for small hotels of Kazakhstan

External factors	Weight coefficient	Rating	Rating taking into account the coefficient	Comments
1	2	3	4	5
Strength				
Economic freedom	0.2	2	0.4	Choice of strategy of hotel development
Experience in the hotel industry	0.05	3	0.15	Increase of business efficiency
Customer relationships	0.2	4	0.8	Flexibility and quick response to customers' requests
Weaknesses				
The authoritarian type of management	0.1	3	0.3	Not effective management decisions
Insufficient competence management in the area of standards and service	0.1	2	0.2	Not always effective and qualitative work of personnel hotels
Lack of specialization hotels	0.05	3	0.15	There is no clear positioning hotels
Poor professional training of personnel	0.1	4	0.4	Low level of quality of service
Limited financial resources	0.07	2	0.14	Often impede the adoption of effective administrative decisions
The standard limited list of additional services	0.04	2	0.08	Reduction in the quality of the hotel
Unknown hotels in the international markets	0.09	3	0.27	A weak system of promotion and advertising
In total	1	3.2	2.89	

attractiveness of the country, both by tourists and investors [23]. On the international market has developed environmental management program that can be used and become the guide to hotels Kazakhstan [24]. The issue of corporate social responsibility becomes relevant in the hotel business. The success in implementing the policy of social responsibility hotels directly depends on its long-term goals in the region and, most importantly, the involvement of the social component in the corporate strategy [25].

Assessment the Impact of External Factors on the Activity of Mini-Hotels of Kazakhstan: Based on the shape of the generalized analysis of internal factors IFAS define weight of internal factors affecting the performance of these factors on the small internal environment. Result generalized analysis of internal factors IFAS expressed in Table 2 [26].

By the results of the analysis of internal factors and the reaction of small hotels of these factors can draw the following conclusions:

- Influence of internal factors above average (3.29);
- Overall rating given weight categories is below the average (2.89) and shows that hotels slow factors of internal environment.

One of priority resources of the company is the economic freedom of the hotels. This resource can be directed on the further development of hotels, change their positioning and adjustment of the strategy. Economic freedom allows making optimum model of development, based on a strategic analysis and selection of effective marketing strategy [27].

Traditionally, not a big hotel, it is better to satisfy the need of consumers and quickly react to their wishes, but at the present stage this is not enough, since in the absence of high standards and diversity of services hotels cannot compensate only considerate [28].

Hotels constantly search for ways to attract customers; they have the opportunity to independently make decisions when choosing a strategy hotel, positioning it in the market. This resource is not always efficiently use domestic hotels. However, it should be noted that one of the strengths of any of the mini-hotels, international experience shows that the choice of the correct positioning into consideration the interests and needs of the target audience and, therefore, developing the most effective strategy of company development, focused on continuous training of staff [29].

The lack of specialization of hotels, if on international markets continue to further the process of specialization of hotels depending on the segments of consumers, that in Kazakhstan there are few hotels that have a specific orientation. The consumer does not know what services he can get at, and how they differ from the competitor [30].

On the basis of the analysis of domestic and foreign experience of formation and development of the hotel sector is determined that the hotel of the future is a specialized hotel. In relation to the sector of additional accommodation facilities in the whole hotel industry is developing in the direction of improving the quality standard of service and create new formats hotels, while non-traditional tools are most appropriate for a family holiday. However, many researchers believe that the diversified hotels have benefits and misrepresented that they are less exposed to the risk [31].

Table 3: Ways of development of the buyer and its implementation on the market of Kazakhstan hotels

Client type	Characteristic	Marketing tasks	Marketing Tools	The implementation of the tasks and tools hotels of Kazakhstan
1. Potential buyer	A buyer who does not yet know about your service	Attract the client	Advertisement for intermediaries (travel agents)-seminars, info tours, exhibitions, business media, to the end-consumer advertising in mass-media	Info-tours, exhibitions and seminars, rarely advertising in mass-media
2. Buyer	Consumer to use the services once	Encourage use the service again	Stimulate discounts or special shares	Promote discounts
3. Client	The consumer uses the services several times but relating to the hotel neutral, sometimes even negative	Find out the cause of a neutral or negative attitude to the hotel and to exclude its	Marketing researches and monitoring of service level	Occasional research of complaints and guests complaints
4. Supporter	A passive consumer of one hotel, but can use other	Encourage him to dynamic statements in the address of hotel	Build a profitable relationship to the client through the internal marketing, creating an effective program of loyalty	In the four and five star hotels form an effective loyalty program
5. Lawyer	Constantly uses the services of a hotel and recommend it to his surroundings	Promote and maintain a consistently high level of service.	Effective work of the front-office staff motivation to create the best conditions for clients	Most hotels do not pay proper attention to the issues of client personalization
6. Partner	Client who has a long-term relationship with hotel and provides the information that he needs	Cooperate with him and raise its profitability.	Stimulate an increase in the number of purchases, i.e. expansion of the range of additional services	In hotels is not formed attractive infrastructure services for the guest

Note - compiled on the basis of the source [33].

Small hotels build effective relationships with customers, which is a positive result of the activity of hotels. However, as the analysis shows, in the hotels work on creation of effective customer base is not at an adequate level. To a potential customer became a partner and provides a benefit to the hotel, he should gradually work on issues of attracting and motivating client [32]. If the first two stages are important to effectively selected marketing communications, in order to convey information, from 3 to 6 stage of the more relevant issues of the quality of business, namely the guest services (Table 3).

Shortcomings of hotels, such as the type of authoritarian control and a low level of professionalism do not provide effective their work. In addition, the limited financial resources do not provide an opportunity to develop hotels and limit their actions.

Low level of staff competence in decision-making leads to the fact that they are unsystematic, lack of defined goals and objectives of hotels, prioritize them. Also in the hotel business, managers reduced job satisfaction, which is associated with emotional labor. All this complicates their work and does not always provide efficacy [34, 35].

Issues of granting of additional services, which are virtually no mini-hotels that leads to the fact that all the hotels are similar and there are no distinct differences. This complicates the process of a choice of the client and often leads to the discrepancy between the expected and obtained a level of service that affects the image of a specific hotel [36, 37].

A generalized analysis of the impact of strategic factors on the development of mini-hotels

On the basis of the performed analyses of EFAS and IFAS, make the table results of the analysis of strategic factors of SFAS and evaluate the readiness of the mini-hotels of the reaction to these factors. The result of the analysis of strategic factors (SFAS) is expressed in Table 4.

SFAS – Strategic Factors Analysis Summary, unites all strategic factors affecting the company's activity and creates the Foundation for strategy formulation. Their composition includes external factors from table EFAS and internal - from the table IFAS.

According to the final matrix SFAS analysis of small hotels of Kazakhstan has defined the major factors of the external and internal environment, but can be formulated in the framework of strategic development. Based on the results of the study, it is necessary to identify the opportunities and strengths, to use them for the development of the company [38].

The Analysis Clearly Demonstrates That:

- Level weaknesses and the quality of the business in the hotel sector is lower than the level of the strengths and enables to improve the business and management consultancy activities;
- The level of hazards hotels higher than the level of threats and this means that the current processes in the external environment can be used to create a competitive advantage hotels.

Table 4: Results matrix for analysis of strategic factors (SFAS) hotels, Kazakhstan

Strategic factors	Weightco efficient	Rating	Weightco efficient	Duration			Comments
				K	C	D	
State programs of development of tourism in Kazakhstan (O)	0.1	3	0.3			X	Creation of conditions for development of tourism and the inflow of tourists to the country
The growth of discrete income consumers market(O)	0.15	4	0.6		X		The increase in the available income of consumers
The low level of the development of tourism (T)	0.15	5	0.75		X		The low level of interest of foreign tourists to Kazakhstan
Large emerging markets of East Asia competitors (T)	0.1	4	0.4		X		Active development of tourism and hotel business in neighbouring countries
Economic freedom (S)	0.1	2	0.2	X			Choice of strategy of development
Customer relationships (S)	0.1	4	0.4		X		Flexibility and quick response to customers' requests
Lack of training of staff (W)	0.1	3	0.3		X		Low level of quality of service
Authoritative control type (W)	0.1	3	0.3	X			Noteffective management decisions
Lack of competence in the field of management and service standards (W)	0.1	3	0.3		X		Not always effective and qualitative work of personnel hotels
In total	1	3.44	3.55				

In total, the top-managers of small enterprises of hotel industry in Kazakhstan are less responsive to changes in the strategic factors. Management of hotels, as international experience shows, takes fairly active steps on adaptation strategies to changing market conditions[39].

Improving the competitiveness of mini-hotels in the international market and reduction of economic risk in the conditions of market relations can only be ensured when conducting a systematic analysis of the factors of external environment and respond to the changes in the management of hotels.

CONCLUSIONS

- Based on the analysis of strategic factors can improve the positioning and strategy of development of hotels by:
- Improve the management system, its orientation to international standards and improving the quality of service, application of anti-crisis programs and models[40];
- Repositioning of hotels to suit the requirements of market-oriented "adjustment, adjusting to the current situation" (this refers to the desire of expanding the range of services provided and improve quality of service) - that is, the orientation towards "win-win services"[41];
- Development and creation of service standards based on international experience;
- Creating loyalty programs for clients, ensuring the development of its potential client to a partner, development of the system of loyalty based on the study of customers' attitude to the hotel;
- The increasing specialization of small hotels, which allows to more clearly focus on certain segments of consumers taking into account the different characteristics;
- Personification of service and full concentration on requirements and needs of clients;

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