

Секція: *Проблеми менеджменту та маркетингу в умовах інтеграції
бізнес-структур*

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INTERNAL MARKETING MANAGEMENT IN UKRAINIAN CHAINED-BRAND HOTELS

Marketing activity is often thought to be directed towards customers, but it should also be directed towards employees of the company, because they are performing their work in permanent contact with the customers. Marketing is mostly needed for creating the value between external and internal parts of the organization and it is made through communication. When employees understand and admit the value proposition of the company and its brands, external marketing becomes more effective, because the employees become product champions. That is the main reason why internal marketing activity appeared to become a modern trend and a powerful part of marketing system in every big company. It is more important for the hotel business where the employee plays a central role in attracting, building and maintaining relationship with customers.

The purpose of this scientific research is clarification of the level of importance of the internal marketing activity in chained-brand hotels and recognizing of the effectiveness of the internal marketing functioning in these enterprises.

According to the information for 2015, 300 ranked hotel chains with 54.400 hotels had over 7.2 million rooms at their disposal in the world [1]. To date, onto the Ukrainian market entered or planning to enter such international brands as: Radisson, InterContinental, Hyatt International, Hilton, Sheraton Hotels & Resorts, Marriott International, Accor Group, Magic Life, Rixos,

Kempinski Hotels & Resorts, Park Inn, Orbis, Comfort Green Hotels Holiday Inn and others. The objects of this research were two representatives of a global leader in the hospitality industry “The InterContinental Hotels Group” (IHG) in Kyiv city – "InterContinental Kyiv" (5 stars) and "Holiday Inn Kiev" (4 stars).

The main objective of internal marketing of is to enable employees to deliver satisfying products to guests. P. Kotler says that internal marketing takes place through a four-step process: the establishment of a service culture, the development of a marketing approach to human resource management, the dissemination of marketing information to employees, and the implementation of a reward and recognition system [2]. Let's analyse the realisation of each stage of indicated process at these hotels.

After recruiting to hotel InterContinental Kyiv or Holiday Inn Kiev employee gets a status of trainee for about a month (the term depends on position that the employee is going to get) and has an obligation to attend special trainings and seminars for the employees. Such trainings include trainings of hotel courtesy, FLS and history of the brand 'Intercontinental'. Also while recruiting every trainee get personal copy of corporate standards of the organization: Intercontinental Hotels Group code of ethics and business conduct, IHG E-mail and Internet policy, Supporting IHG Community Policy etc. Using such rules in first days of the job implementing and studying helps new workers to become a member of the "hotel family" much more quickly. Distribution of marketing information among employees is very important. The most effective communication with customers often is going through employees who are directly involved in communications with clients. They can offer additional services such as health club or business centre of the hotel and provide any other service, if it is in favour of the guest. Employees often have the ability to prevent the occurrence of any problems with guests.

The important part of the internal marketing campaign in every chain hotel contains awards and encouragement. Employees need to know how to work effectively. Communication with them should be built so that they receive an assessment of their work. The program includes internal marketing service standards and evaluation methods that determine whether the organization meets these standards. The evaluation results should be reported to the employees. For example, Sheraton, Marriott and other famous hotels are conducting a survey to determine the level of satisfaction with individual services.

With aim to get the information on the level of the realisation of the internal marketing we provided the survey. We have asked 60 respondents from different departments of the 'Intercontinental Kyiv' and "Holiday Inn Kiev" and then provided the analysis of the information we got. There was a question to employees of the hotel, if they were totally satisfied with the working conditions that gave them hotel. So, 12% of respondents were totally sure that they were satisfied with all of the working condition and 62% answered that they were a bit satisfied with it. Another 23% told that they were a bit unsatisfied with the conditions in which they had to work and 3% of people were totally unsatisfied with the working conditions. Last result may be caused by some personal goals of people or by some problems that occure from time to time on their working place. Most part of respondents who were unsatisfied with their working conditions were employees, who were sometimes upset because of impolite behaviour of the managers and suffered from lack of understanding in relationships with administration. Accordind to results, 50 % told that sometimes they have no opportunity to contact to manager immediately but mostly they have such opportunity, and there were 5% of people who couldn't contact with manager because he was always busy.

According to the results of our internal marketing research, there are almost 15 % of employees in researched hotels, who feel no ability to contact with the manager in easy way to express some unsatisfaction concerning the working conditions. We think that creating of a channel for gathering the anonymous employee feedback could be the good solution for preventing of such unpleasant moments. This channel could be very simply created by putting special boxes for feedback in every hotel department.

Hotel administration should provide regularly such surveys like the survey we created for running of our internal marketing research. Such information as feedback and propositions from the employees must be the most important and valuable thing for the hotel owners, as in such way they can be sure that the staff of the hotel feels good and that all of the information about internal problems will be delivered to them in time to be able to solve all the problems as far as possible and to create a team unity and openness within the organization.

Employees that enjoy their workplace miss fewer days and keep productivity high. Collecting feedback from employees will reveal what workers think of the company they represent. Hotel managers should get their perspective about the opportunities for advancement and the company's benefits package. They can use this information to shape future perks, operating procedures and training programs. Feedback will give HR managers of the Intercontinental and Holiday Inn the advantage when they begin looking for new employees because they'll know what new talent are looking for.

Another improvement on the internal marketing program of the enterprise could be used to solve the problems with educating and training staff at the Intercontinental Kyiv and Holiday Inn Kiev, as our marketing research have shown us that the hotel has some problems with staff

professionalism. Marketing programme and internal marketing standards are the same for every hotel of this chain. Such universal approach is much easier to create and control, but some moments of the internal marketing standards can be perceived in different ways in various countries because of the difference in mentality of citizens. That is why we propose to use services of local training companies in the process of staff development. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements.

So, summarizing the above, we can say that internal marketing policy is a key element of the hotel management because it uses the potential of human resources. The administration of the big chained-brand hotels that are presented in Ukraine know very well about the advantages of using internal marketing tools but applies typical rules in different countries. But it is necessary to consider features of a local environment. As a result, we have a problem in the process of the dissemination of marketing information to employees and also at implementation of a reward and recognition system. That is why we proposed some practical tools which can help to increase the efficiency of internal marketing activity in Ukraine.

References

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