

MANAGING THE COMPANY OF THE FUTURE

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This article represents an overview of the future management in the Hospitality Industry. The importance of building an integrated management system is explained. Much attention is given to identifying the changing needs of a company's stakeholders. The attitude of the hospitality industry workers towards changes is analyzed. The factors which are hindering the changes in the Belarusian hospitality enterprises are identified during our research. The article is focused on the importance for adaptation to all the future changes. The recommendations for the improvement of the management system in the Belarusian hotels are given.

Keywords: adaptation; collaboration; changing needs; management system; integrated system; hospitality industry; internal and external changes; leader.

The ability to adapt becomes more and more important due to ever-changing environment. Adaptation is all about changes. But the changes do not happen on their own. They occur to people under the influence of the environment.

People related to the company's success are customers, employees and suppliers. And in order to adapt to their changing needs the managers need to identify them. It's important to understand that customers want to feel you will satisfy all their needs. The most important customer decision-making criteria are: high quality of products and services; good ratings and reviews; acceptable prices; product and service safety, diversity of choices and brand trust.

The managers of the hospitality industry can adapt to this needs and achieve good customer experience by [1]:

1. Being accessible on multiple channels of communication (chatbots, social media channels, direct communication, email and etc.);
2. Providing personalized communication;
3. Listening to what customers are telling (the managers should ask questions, listen to responses, and analyze customer's feedback).

The needs and preferences of employees have been changed either and now they want such additional options as job satisfaction, work-life balance, professional development, training opportunities, flexible schedule and recognition. So, in general, employees want more flexibility, honor and freedom [2].

To meet employees needs the managers should:

- be open to the ideas of employees;

- give real-time recognition and feedback;
- elaborate education and workforce-development systems.

As a result, the managers will have thriving, happy employees who are more engaged in their work, are more loyal to companies, and more meaningfully contribute to their organizations' goals.

As for suppliers, the managers should communicate with them according to their needs such as order stability, payment on time and under the terms of the contract. And, of course, they want to build strong and mutually beneficial relationships with companies.

In consequence both sides can communicate from a point of mutual understanding, they can generate innovative ideas, reduce costs, increase efficiency and ultimately boost profitability. Due to adaptation to the changes in stakeholders' needs, the company will be able to develop an effective system of interaction between them, because only if flexible and integrated system is built the company will be able to maintain competitiveness and adequately respond to changes.

According to the date of our survey, which include 3 key questions to 98 respondents. The first question was «Does the company you work need any changes to stay competitive on the market?». Approximately 82 percent of recipients said that without changes the company would not be competitive. In this way, the Belarusian hospitality workers have recognized the importance of adaptation to the future changes.

Going into this in more detail we asked those 82 percent of recipients the following question “Do your executives share your commitment of the importance of adaptation to the future changes?”. Almost all the respondents stated that their bosses do not approve adaptation to the future changes.

And the third question was “What prevents you from making changes in the company?”. And there were such responses as excessive bureaucracy, insufficient authority, lack of time, strict hierarchy, low corporate culture and lack of motivation.

Consequently, the key problem is inflexible management system, which leads to the fact that good employees are not motivated, the service does not require the standards, the assignments of the managers are ignored by subordinates and managers are not open to stakeholders' ideas. The company's executives should select the leader who uses the interaction system in his/her approaches, since only the leader (not the manager) is able to treat employee as a person, but not as a function.

In conclusion we must confirm that all the Belarusian companies in the hospitality industry are planning to make some changes to introduce Total Quality Services to satisfy all the guests satisfactions. But still, the main prob-

lem is the management system. The managers in the hospitality industry should:

- Determine who are the guests being served.
- Assess exactly what the guests desire.
- Develop practical ways that systems can be modified or developed to consistently deliver what the guests want.
- Train and empower service staff to please the guests.
- Implement revised procedures.
- Evaluate and modify service delivery systems as necessary.

As a result, an effective management system based on interaction is the key to successful adaptation to both internal and external changes of the environment.

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