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Research of the State of service activity of the boarding house

Abstract: The process of improving service activities in boarding houses is relevant and requires study.

Researches of the state of service activity will allow determining the reasons hindering its development and increasing its efficiency. The researches were carried out in two stages, the most significant indicators in the service activities of the boarding house were initially determined, at the second stage the assessment of service indicators was found in the boarding house «Moyildy». The results of the research provided an understanding of the fact that the boarding house needs to be drawn to a number of indicators, such as the speed of maintenance and the sanitary condition of the boarding house. In general, these research results provide an opportunity to determine the trajectory of service development in a boarding house.

Keywords: spa services, research, market opportunities, competitive forces, primary information, quality indicators, strategy.

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1. Purpose: development of reasonable models for assessing market opportunities and choosing strategic priorities in the activities of sanatorium and resort enterprises, based on a comprehensive study and analysis of patterns and external factors.

2. Introduction. In conditions of competition and market turbulence, changes in the methods of state regulation of individual industries, the search for new opportunities to meet consumer needs, it is very important that the company pay attention not only to the internal state of affairs, but also monitor external changes. The modern market dictates the need for continuous development and optimization of the business, based on the results of the assessment of the market environment. But all this cannot be realized without analysis of market opportunities on which the enterprise operates. In this regard, in a competitive market, much attention is paid to marketing analysis, which, according to many Western analysts, should be carried out primarily to assess the influence of external factors on the development of enterprises.

Assessment of the capabilities of the sanatorium-resort enterprises is aimed at revealing its potential, strengths and weaknesses of activity, includes identifying markets and assessing marketing potential [1]. Businesses must be able to identify emerging market opportunities. Sanatorium-resort institutions conduct market analysis for various purposes, whether it is a deeper introduction to the market, expanding the boundaries of the market, product development or diversification.

3. Conducted research. In conditions of increasing unpredictability and disproportionate development of the market environment, the priority goal of the formation and subsequent building of the potential of the sanatorium-resort enterprise may be to ensure its market stability. The ability to bring the performance indicators of spa enterprises into equilibrium is ensured by adaptability to changes in the external environment. Therefore, there is a need to determine the influence of various factors of the market environment on the activities of sanatorium enterprises.

An analysis of market opportunities, as noted by D. Krevens, consists of the following stages: determining the boundaries of the market, describing the characteristics of end consumers and analyzing them, analyzing the industry and analyzing the value chain, evaluating key competitors and determining the market capacity.

Together with him, Lamben J.Zh. focuses on the need to study competitors, i.e. those with

whom the organization has to fight for the buyer and for the resources that it seeks to receive from the external environment. Such a study is aimed at identifying the strengths and weaknesses of competitors and on the basis of this build their own competitive strategy. Market participants and substitute products pose a direct threat, while suppliers and buyers are an indirect threat. Obviously, each market has its own dominant forces forming a competitive climate.

In the process of analysis, the areas of activity and functions in which the company has achievements and those that need improvement in terms of market indicators are determined. Essentially, the study of enterprise capabilities comes down to a comparative analysis of the enterprise's potential and existing and future market needs. The analysis is usually performed on the basis of the reporting materials of the enterprise itself and additional sources of information: statistical samples, business references, reports of scientific organizations, professional, commercial, and government publications. Methods for assessing the market capabilities of the enterprise are presented in Figure 1.

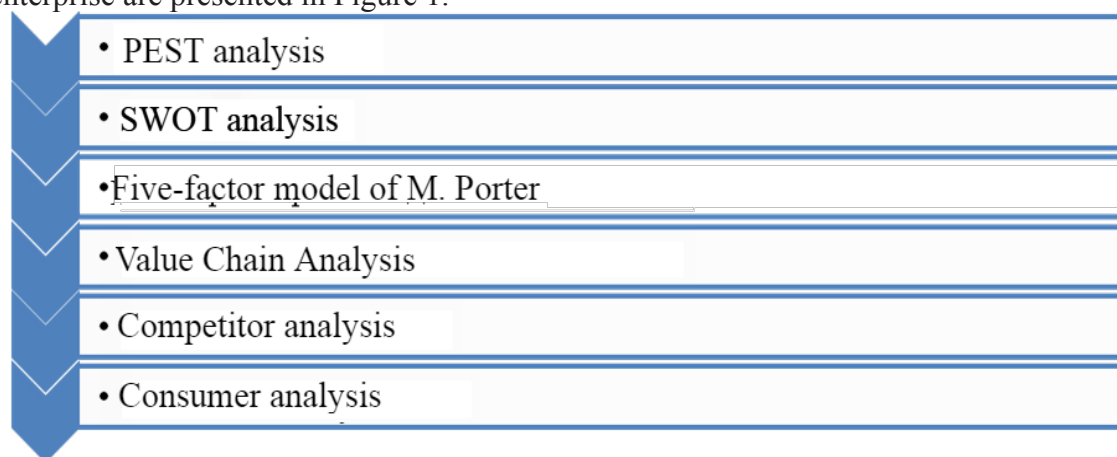


Figure 1. Methods for assessing the market opportunities of the enterprise

The most relevant and applicable is the five-factor model of Michael Porter. The five forces model is used to identify industry forces affecting firms. These include existing direct competitors, new direct competitors, indirect competitors, suppliers and buyers [2].

The actions of powerful industry forces can lead to the emergence of many unprofitable or low-profit players, which has been repeatedly observed in a variety of industries. Each enterprise should strive to understand these forces and the consequences of their impact. To analyze the external environment of the company, a study was conducted on the subject of the influence of the 5 forces of Porter. For the assessment we used the threat from substitute products, the degree of intra-industry competition, the assessment of the height of the entry barriers, the assessment of the threat of loss of customers, the assessment of suppliers. The assessment was carried out by an expert group of 8 experts.

4. Methodology. For the analysis, published literature was used to study the health resort market of Kazakhstan, as well as the method of grouping, ranking, desk research using secondary information was applied. As part of a systematic approach, methods of analyzing market opportunities were used.

In the process of collecting data for the practical part of the study, such methods were used as: in-depth interviews with experts and specialists of sanatorium-resort enterprises; various methods of collecting secondary information based on the results of which the following types of analyzes were generated and carried out: Expert assessment was carried out in the form of an individual “separate” one-time study, which was conducted by 8 experts in the field of spa business. Porter’s 5-factor model, PEST and SWOT analyzes, VRIO analysis. The information

base of the study was monographs, textbooks, and articles in specialized magazines on marketing and management.

5. The main part. The task of finding opportunities to enhance the market stability of sanatorium and resort enterprises and factors of successful adaptation of an enterprise to structural changes in the market environment requires a comprehensive study of market potential, represented not so much by the totality of organization and management capabilities, but by a set of forces that affect the economic activities of sanatoriums. A generalized assessment of environmental fluctuations, determined with the help of experts, revealed the development potential of the enterprise in the market of sanatorium and resort services. To this end, an analysis was carried out on a five-factor model of Porter in the market of spa services.

The combination of the results allowed us to see the picture more holistically, which are presented in table 1.

Table 1

Analysis of the results for 5 competitive forces of Porter

Parameter	Value	Description
Threat from substitute products	High	The company has a unique offer in the market, which has a lot of analogues
Threats to Intra-Industry Competition	High	The company's market is highly competitive and promising. There are restrictions in raising prices.
Threat from new players	Medium	There is a risk of entry of new players. New companies emerge due to low entry barriers and low initial investment.
Threat of losing current customers	High	Customers have a fairly strong influence on the spa enterprises (with the departure of a critical mass of customers - a significant drop in sales). The existence of less quality, but economical offers. Dissatisfaction with quality, etc.
Threat to supplier instability	Medium	A difficult situation with suppliers, lack of stability and reliability

According to the results of the analysis according to the Porter model, the Moiylly sanatorium has a very high degree of threat - for substitute products, for intra-industry competition and the loss of existing customers. Medium - threats on the emergence of new players and threats from suppliers. The indicated situation is presented in Figure 2.

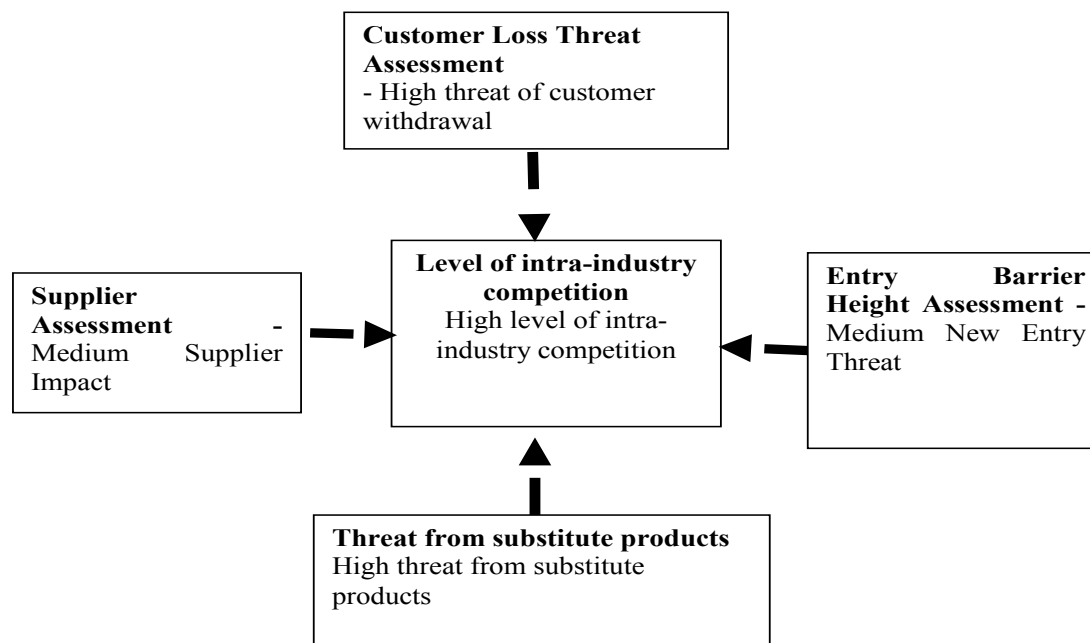


Figure 2. Analysis of competitive forces by the Porter model

Thus, the strategy of the sanatorium «Moiyldy» in relation to competitors should include:

- standardization and improvement of the quality of service, which should not be perceived as a competitive advantage, but as a necessity;
- expanding the range and exclusivity of the product;
- in view of the lack of switching costs, the refinement of tools for working with agency loyalty (revision of the system of rewarding agencies and managers).

Concerning self-reservation, the Moiyldy sanatorium should think about capturing this niche through vertical online integration, offering to make up for the shortcomings - lack of economies of scale, consultations. For new players, the market is open. There are no legal or economic barriers, starting investments are minimal. The only constraint on growth when entering the spa market may be the lack of economies of scale or flow. Therefore, the market is more likely to be replenished not by “start-ups”, but by companies considering the sanatorium business as expanding their existing business vertically or horizontally.

Entry into the market of players of the Moiyldy sanatorium should not be considered a threat. Entering the market of new enterprises of the sanatorium-resort type requires strengthening competitive positions and vertical integration towards the client by covering the segment of independent tourists. An opportunity may also be to enter the market for a technologically advanced startup with a good online platform that integrates well with related tools.

In the competition for visitors, the main factor of competitiveness is the loyalty of customers of sanatorium-resort institutions and their customer focus [3]. Consumers, in general, can be loyal to the Moiyldy sanatorium. But when making decisions, give preference to other boarding houses, more flexible and faster in processing non-standard requests, providing answers and clarifications.

It should be recognized that the proportion of visitors will gradually decrease if the sanatorium does not raise the question of improving the service and customer focus of the company. For sanatorium-resort institutions, the inerrability of information systems, a high level of service, quality and service culture is very important.

Thus, the analysis of competitive forces according to the Porter model determines the general position regarding the industry, that the situation on the market is complicated and this

motivates the Moiylly sanatorium to use potential opportunities.

The next step in assessing market opportunities is the use of PEST analysis. PEST analysis is a marketing tool designed to identify and assess the capabilities and threats of the company's external macro environment for four factors that affect the company's business: Political; Economic; Social; Technological [4].

The fundamental concept of strategic conformity consists in the correspondence of the strategy to the specifics of the external environment and the characteristics of the internal environment of the organization, that is, the goals and values (company assets), resources and abilities (what the company owns and what it can do), organizational structure and systems (technological system, accounting system, information system, motivation system, etc.).

The environment of the organization consists of external influences affecting the activities of the company and decision-making. The influence of the external environment is classified:

- by sources: political, economic, social and technological (PEST-factors).
- by degree of proximity to the organization: microenvironment / external environment at the level of tasks and microenvironment.

The external environment at the level of tasks - covers consumers, suppliers and competitors with those with whom the company contacts and solves problems daily.

The external environment at the industry level (supply level) / competitive environment - covers the direct impact on most competitors. Significant external environment - sets the boundaries of the general environment in terms of analytical goals, what affects the success of the company. Table 2 shows the results of a PEST analysis of the marketing environment for the functioning of tourism companies in Kazakhstan.

Table 2

PEST-analysis of the marketing environment of the functioning of sanatorium institutions

№	Description	Industry Impact	Rating
Political and legal factors:			
1	State regulation	Positive: Creating the conditions for business development, improving the purity of business, supporting entrepreneurship.	4
2	Antitrust Law	Positive: No obstacles (monopolies) for business development	5
3	Lobbying for company interests	Positive: The entire legislative platform is based on the principles of a market economy, all new bills are introduced taking into account the interests of entrepreneurship.	4,25
4	Joining the Unified Customs Union of the EurAsEC, WTO	Positive: An increase in business activity, which leads to an increase in the consumption of company services. Toughening up competition as new players enter the market.	5
5	Political stability in the country	Positive: Opportunities for long-term investment planning.	5
6	Government programs	Positive: Increased investment, which affects the growth of solvency of entrepreneurship - consumers of company services.	4

Economic and demographic factors:			
1	Moderate economic growth	Positive: Stable growth in consumption of company services Negative: increased number of competing players	4
2	The growth of population incomes (until recently)	Positive: Increased business activity of entrepreneurship, and thereby the growth of requests for services to the Company	3,75
3	Demographic growth, increase in the number of young families	Positive: The growth of market capacity, and in this regard, the growth of the company's turnover	4
4	U n e m p l o y m e n t R e d u c t i o n D e v e l o p m e n t	Positive: the growth of income in the economy, means the growth of income of entrepreneurs.	5
Sociocultural factors:			
1	Lack of consumer awareness	Negative: Consumption of high quality services	3,75
2	Feature of misallocation of funds	Positive: Purchases on credit/by installments increases the consumption of company services	5
3	Mentality and characteristics of the local population	Positive: Increased consumption of company services	5
Technological and environmental factors:			
1	A d v e r t i s i n g I n n o v a t i o n	Positive: The development of advertising will lead to increased interest and an increase in the frequency of calls to spa services	5
2	T e c h n o l o g y d e v e l o p m e n t	Positive: Improving the quality of services provided, reducing prices and increasing the range of services	5
3	Service Update	Positive: Increased demand for company services according to recommendations	4
4	Strengthening existing e n v i r o n m e n t a l movements in the Republic of Kazakhstan	Positive: Improving the quality and expanding the range of tourist offers	3

An analysis of the potential opportunities of the Moiylly sanatorium is impossible without identifying the strengths and weaknesses of the activity, as well as identifying opportunities and threats for the company under study. Table 3 presents a SWOT analysis of the activities of the sanatorium "Moiylly".

Table 3

SWOT analysis of the sanatorium «Moiyldy»

Strengths:	Weaknesses:
<ul style="list-style-type: none"> - Availability of necessary financial resources - The presence of qualified personnel specially trained for work in the field of spa services - A wide range of services - Providing your customers with installment and loan conditions 	<ul style="list-style-type: none"> - High costs to increase customer loyalty - Lack of marketing and advertising department - Personnel crisis - Ignorance of the sanatorium brand - A large proportion of manual operations: long, expensive and inaccurate - Not a high level of customer loyalty
Opportunities:	Threats:
<ul style="list-style-type: none"> - Seasonal demand growth - Serving additional consumer groups: changing demographic indicators, the emergence of a solvent generation category “z” - A wide selection of suppliers of resources in all areas - air, railway, insurance, financial companies, tour operators 	<ul style="list-style-type: none"> - Strengthening competitors - Decrease in solvency of the population - Activation of existing and entry into the market of new players
Note: compiled by the author	

According to the SWOT analysis, it is possible to determine the possible activities of the Moiylly sanatorium, the prospects for further development of the company and identify potential opportunities. So, based on the weaknesses of the sanatorium’s activities, the company needs to focus on work to increase customer loyalty, organize a marketing and advertising department, and automate business processes.

An important step in the analysis of the organization’s potential capabilities is the determination of its potentials and abilities as sources of potential competitive advantages. The main tool is a VRIO analysis, which allowed determining the resources and abilities that will be the basis for the formation of a sustainable competitive advantage of the Moiylly sanatorium on the market of sanatorium and resort services [5]. This is, firstly, an intangible resource - a brand or image, and secondly, material resources - employees, the geographical location of the Moiylly sanatorium, the cost or availability of financial resources.

The results of the VRIO analysis are presented in tables 4-5.

Table 4

The use of intangible resources

Use of intangible resources - brand, image			
Value?	Rarity?	Cost of reproduction?	Is a company organized to use this?
Yes	Yes	Yes	No

The sanatorium “Moiylly” has been operating on the market for a little over 20 years and does not yet have a sufficiently formed representation in the eyes of customers, i.e. image has not been developed yet. The company has not yet fully organized this resource and, accordingly, cannot use what is not.

Table 5

The use of labor resources

Use of labor			
Value?	Rarity?	Cost of reproduction?	Is a company organized to use this?
Yes	Yes	Yes	Yes
Note: compiled by the author			

The sanatorium “Moiyldy” uses labor resources, which, due to personnel shortages, are still not enough in the market. Therefore, there is a need to provide professional personnel. The company has organized this resource and has professional specialists on staff.

Table 6

Use of geographical location as a resource

Table 6 - Use of geographical location as a resource			
Value?	Rarity?	Cost of reproduction?	Is a company organized to use this?
Yes	No	Yes	Yes
Note: compiled by the author			

“Moiyldy” Sanatorium uses geographical location as a resource, and this is valuable. However, at the same time, maintaining a sanatorium is expensive and requires significant financial investments. The company organized this resource and, accordingly, uses it, like many of its competitors.

Table 7

The use of financial resources

The use of financial resources			
Value?	Rarity?	Cost of reproduction?	Is a company organized to use this?
Yes	No	No	No
Note: compiled by the author			

“Moiyldy” Sanatorium uses the financial resources of the founder of the company, so this resource can be considered cheap, and it is valuable, but not rare in the Kazakhstan market. At the same time, for the development of the sanatorium and its maintenance, financial investments are constantly required. The company did not organize this resource and, accordingly, uses it, as well as some of its competitors. The company does not use attracted financial capital, thus we can say that financial leverage is not used. This is possibly due to the peculiarities of the tourist services market, in which seasonality prevails.

Thus, VRIO analysis showed that none of the four resources meets the given conditions; therefore the “Moiyldy” sanatorium has no particular competitive advantage.

Conclusion. A key factor in reducing the market stability of sanatorium and resort enterprises in the face of high turbulence and unpredictability of the market is the underestimation of the influence of competitors offering similar services of a higher service and forming a service

strategy for customer focus. In this regard, the development of an adaptive strategy for the activities of the sanatorium should be based on a study of the needs of customers, their characteristics of market behavior and the satisfaction of their requests to a greater extent than that of competitors. As part of the diagnostics of the market situation, market development opportunities associated with the use of innovative technologies have also been identified, allowing identifying the advantages of each sanatorium-resort enterprise.

Using the study, it was determined that the identification of competitive advantages among the enterprises of the sanatorium and resort services sector, which have the greatest influence on market stability, serves as the basis of market potential and forms a positive attitude on the part of target segments.

Diagnostics of the company's market potential showed that there is a need to focus on work to increase customer loyalty, strengthen customer focus and constantly monitor ongoing changes in the market of spa services.

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Шипажай-курорттық қызметтерді дамытудың нарықтық мүмкіндіктері

Аңдатпа. Пансионаттарда қызмет көрсету саласының жағдайын жақсарту үрдісі өзекті болып табылады және зерттеуді талап етеді. Қызмет көрсету саласының жағдайын зерттеу - дамуды тежеуші себептер мен тиімділікті арттыру жолдарын анықтауға мүмкіндік береді. Зерттеу жұмысы екі кезенді қамтыды. Бастапқыда пансионаттың қызмет көрсету саласындағы маңызды көрсеткіштер анықталып, екінші кезеңде «Мойылды» пансионатының қызмет көрсету көрсеткіштері бағаланды. Жүргізілген зерттеу жұмысының нәтижелері пансионатта қызмет көрсету жылдамдығы мен пансионаттың санитарлық жағдайы сияқты бірқатар көрсеткіштерге назар аудару керектігін айқындайды. Жалпы, аталған зерттеу нәтижелері пансионаттағы қызмет көрсету саласының даму траекториясын анықтауға жол ашады.

Түйін сөздер: санаторлы-курортты қызметтер, зерттеулер, сервис, қызмет көрсету сапасы, бастапқы ақпарат, сапа көрсеткіштері, стратегия.

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Рыночные возможности развития санаторно-курортных услуг

Аннотация. Современный этап рыночных преобразований национальной экономики, отличающийся высокой динамичностью среды и усилением противостояния конкурентных сил на фоне турбулентности рынков, нацеливает на необходимость рыночной адаптации предприятий. Повышение эффективности предприятия обеспечивается благодаря постоянным исследованиям рыночных возможностей и использованию их для разработки адаптационной модели поведения на рынке. Авторами проведен анализ рыночных возможностей предприятий санаторно-курортного рынка на основании глубинного интервью и вторичной информации, которые позволили выявить наиболее оптимальный вариант траектории развития санаторно-курортных учреждений. В результате проведенного анализа определены основные внешние факторы, влияющие на деятельность санатория «Мойылды». В статье систематизированы результаты анализа и выявлены угрозы, которые позволили понять, как можно улучшить деятельность санатория «Мойылды». Показана необходимость развития клиентской лояльности и повышения уровня сервиса санаторных учреждений.

Ключевые слова: санаторно-курортные услуги, исследования, рыночные возможности, конкурентные силы, первичная информация, показатели качества, стратегия.

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