

Catering organization is a complex and multifaceted process, which includes thinking through the general concept of the upcoming event. Birthday celebrations in a place convenient for the customer, wedding celebrations, coffee breaks at conferences, catering for banquets, corporate New Year's party are events of different thematic focus, which require new creative ideas from catering specialists for their holding, so that each event becomes original and memorable.

Promotion of catering will require deep knowledge in this area, strong-willed character, dedication, patience from the project manager.

If a leader is ready to take responsibility for creating such a large-scale enterprise, realizes responsibility for the people working under his leadership, then his financial, physical and intellectual investments will be profitable.

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## CHANGE MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT IN HOTEL

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Change in the hotel driven by the organization's response to the evolving environment (relationships, demands, and opportunities). Organizations forced to constantly adapt to the environment in which they exist. They themselves also generate change in the external environment by developing and bringing to market new products and technologies that become dominant and find widespread adoption.

Change itself is a gradual or staggered process of moving an organization to a new level using existing ideas and concepts.

Organizational change includes:

- The basic structure - the nature and level of business activity, legal structure, ownership, sources of funding, international operations and their impact, diversification, mergers, joint ventures;
- Objectives and activities - the range of products and range of services provided, new markets, customers and suppliers;
- The technology used - equipment, tools, materials and energy, technological processes, clerical technology;

- Management structures and processes - internal organization, labor processes, decision-making and management processes, information systems;
- Organizational culture - values, traditions, informal relations, motives and processes, leadership style [1].

Traditionally, strategic change presented as an infrequent, sometimes one-time, large-scale change. Recently, however, the strategic development of an organization seen as more of a continuous evolutionary process, in which one strategic change creates the need for other changes.

Organizational change applies to a variety of organizations. In this case, organizations understood as social integrity, which aimed at the realization of certain goals, built as specially structured and coordinated system, designed for some activities, and related to the environment. As part of the work, we will consider the objects of the hotel business.

An instructive example is the history of Hilton International. The parent company of the hotel chain Hilton International was founded in 1886. In 1986 Ladbroke, the manager of the chain, reformed the company. The essence of the reform - focusing on four main areas of business: hospitality, sports, retail and rental properties. In the 1990s, the company was again reorganized, several management positions were cut, which led to the decentralization of its management structure and reduced the value of the company [2].

Striking example of the change in ownership is the hotel industry in Croatia. In 2003 in this country state ownership was transformed into private ownership. When privatizing Excelsior hotel in Dubrovnik the new owner began to create a new management practice (it is known that the functional structure of the organization dominates in Croatian hotels with a high degree of hierarchy and centralization). The organizational structure of Hotel Excelsior changed fundamentally. Some new departments were created. Previously, the hotel's organization was concentrated in five departments (Marketing, Procurement, Finance and Accounting, Research and Development and Human Resources). Hotel management was reorganized into responsibility centers: investment center (hotel); profit center; revenue center; cost center; and operating expense center. In the course of this reform, management was decentralized. At the enterprises of the hotel industry changes can lead to negative consequences. In order to avoid negative consequences of changes, it is necessary to diagnose the readiness for targeted organizational changes of the enterprise.

The hotel business plays an integral role in the formation of the economy and business. At this stage, the sphere of hospitality and tourism is the most vulnerable to competition. The number of tourists is growing every year, and, consequently, there is a great need for accommodation in hotels with the appropriate level of service. Hotels around the world have to compete for customers, competing in the level of service and in the range of services provided.

In addition, it should be noted that the development of innovative technologies in the hospitality industry is rapidly growing. Professionals in the hospitality industry have a task: to attract as many regular customers as possible, while gaining profit from these services, as well as to win themselves a loyal clientele. To achieve these objectives, without the introduction of innovative technologies using change management and development of human resources is almost impossible [3].

Therefore, the competition for every guest requires hotels and hotels to improve technology. As B. Twiss wrote: "Innovation is an activity as a result of which an invention or idea acquires economic content".

Ph. Nixon defines innovation as "An activity that results in new or improved processes and equipment in the marketplace.

In accordance with cyclically changing life, any hotel enterprise, forced to change, becoming the organizer of innovative processes. These stages should not be rapid; they need to be carried out consistently within the framework of the developed strategy of the enterprise.

Below is a detailed description of modern innovations in the hotel and restaurant sector, successfully used abroad:

1) Information technology: today computers have absorbed our lives; we can no longer imagine how it is to get through the day without checking e-mail or, not to see the news on the Internet. In the

hotel and restaurant sector, the importance of innovative processes explained by the fact that modern computer technology makes the service process in the hotel faster. For example, the reception desk has computers with programs to quickly check in and check guests into their rooms, as well as printers, fax machines and scanners. Restaurants or bars in hotel complexes have convenient programs for entering orders and paying guests, such as R-keeper, Micros.

2) The current trend is to bring guests into restaurants for a teplan show, where the chef masterfully creates some specialty dish in front of an amazed audience. However, no matter how fascinating the show, not everyone likes it. Technological progress offered and teplenno-innovation restaurant business: next to the workplace of the chef in the kitchen set the camera, and on the monitor on the table at his actions watched only by visitors, who are interested.

3) Interactive menu allows guests of the restaurant to make their own order, which is quite a convenient process. The guest does not have to wait until the waiter is free and can come to him. Judging from the public opinion, the clients like such innovation in the work of the most catering enterprises. While waiting for the order it is possible to play games, read the news or watch articles in the internet.

4) The invention of the QR-code-two-dimensional barcode-opened new unlimited opportunities for online interaction between companies and consumers. In a small bright square maze, QR-code can scanned with a smartphone all known innovations of the restaurant business. In the bright square, it is possible to scan the history of the restaurant, origin, age, authorship of unique interior details and paintings, as well as food and drink menus.

5) Quite popular innovative technology has become an interactive bar, which is an information and entertainment system built into the bar. In fact, we are talking about an interactive screen that serves to display video effects, the nature and intensity of which are dictated by the presence of objects on the bar and human behavior. The technology does everything to entertain the customer and keep him at the bar for as long as possible.

6) Creation of special applications for the restaurant, will require higher costs (you will need to at least pay for the work of a programmer), but at the same time the owners will not need to purchase any equipment themselves. The application can be downloaded from any available sources in the visitor's gadget, and with its help, the visitor can book a table, choose a wine or other drink, learn about new products. In some cases, such applications can be built in game mode

Here are innovations in international hotel associations:

1) For example, Starwood Hotels and Resorts offers its guests to become a member of the Starwood Preferred Guest (SPG) Program. Members earn points and benefit at Westin, Sheraton, St. Regis, Luxury Collection, W Hotels and Four Star hotels - at more than 740 hotels in 80 countries.

2) To meet the needs of its VIP customers, the Sheraton chain has developed the Airport Hotel Program at nine European airports and four U.S. airports. This innovative program includes "Bio Clock Cuisine", designed by the chain's top chefs and nutritionists to counteract the effects of jet lag, and "Day Lounge" rooms that can be reserved at half the price and still offer the same amenities as a hotel room. In addition, customers are given a Transit Survival Kit, which includes personal items and, of course, laundry and dry cleaning services.

It should be noted that most of the improvements and efforts that need to be made are at the tip of the iceberg, mostly among large companies. A much larger quantitative ratio of the industry consists of smaller employers, each employing only a few employees and, for various reasons, unable or unwilling to evaluate their own business practices as rigorously as is required in today's aggressive business environment. One consequence of this is the growth of large companies at the expense of smaller companies, a phenomenon contained in not only the hospitality industry, but also the general phenomenon of the consolidation of industrial societies.

Thus, all the changes described above directly affect the composition of the workforce, as well as in the working methods and organization of hotel employees. They can be summarized as follows:

1. Manufacturing employment is declining as productivity improves through automation and transfer to other (low wage) countries.
2. Employment in personal services will increase.

3. There will be growth in the secondary labor market and decline in the primary labor market.
4. There will be an increase in white-collar employment.
5. There will be a decline in physical labor.
6. There will be a decline in long-term and full-time jobs; employees will produce more than one job, including among professionals chasing the so-called "portfolio" career and growth "temporary" management.
7. There will be a decline in job security.
8. Technological changes and economic pressures are causing work to be reallocated and reorganized, as evidenced by outsourcing to other countries such as India to handle large amounts of routine information and call center work for many overseas hotels.

Based on the above, we can conclude that the system of change management and human resource development in the hotel and restaurant industry is in high demand, primarily so that the hotel can compete with competitors, as the service industry is very vulnerable to competition. Most guests are attracted to hotels with a good range of services.

For example, in the past, customers could rely on classification systems or brands for the "promise" of quality. Today, social media has become part of the business environment. Sites like TripAdvisor play a meaningful role in customer behavior. A report published on Ehotelier.com stated that 90% of guests use one or more social networks during their searches or purchases. While brands play a critical role, they faced with providing their "promise" on social media. In addition, while hospitality operators have been working with basic forms of "revenue management" for years, the adoption and evolution of computer-based revenue management systems in the hospitality industry has led to the need for new skills and, in many cases, modified organizational structures.

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### **WAYS OF CONFRONTING CONTEMPORARY THREATS OF THE TOURISM INDUSTRY IN A PANDEMIC**

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The tourism industry has grown rapidly and has become one of the fastest growing sectors of the economy worldwide. Over the past ten years, the number of international tourist arrivals, up from 880 million in 2009, has grown by 59% from 1.5 billion in 2019. This sector is a key driver of socio-economic progress as tourism destinations develop in an increasing number of national and international destinations.

Globally, the tourism industry contributed \$ 8.9 trillion to global GDP in 2019, or 10.3%. It should also be noted that one in ten jobs in the world is related to tourism, providing 330 million jobs.

However, strong historical growth was halted in 2020 amid the global Covid-19 pandemic. Since the discovery of the contagious virus, flights have been suspended, hotels closed and travel and trips restrictions imposed, making the tourism sector the worst hit.