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Pambuk S.

*Ph. D. in Engineering Sciences,
Odessa National Academy of Food Technologies, Ukraine;
e-mail: pambuk@ukr.net; ORCID ID: 0000-0002-6651-5774*

Ustenko I.

*Ph. D. in Engineering Sciences, Associate Professor,
Odessa National Academy of Food Technologies, Ukraine;
e-mail: innagross1975@gmail.com; ORCID ID: 0000-0002-5527-4944*

Mardar M.

*Doctor of Engineering Sciences, Professor,
Odessa National Academy of Food Technologies, Ukraine;
e-mail: mardar.marina@yandex.ua; ORCID ID: 0000-0003-0831-500X*

MARKETING SUBSTANTIATION, ORGANIZATIONAL AND ECONOMIC CHARACTERISTICS OF SMALL BUSINESS IN THE PROVISION OF HOTEL SERVICES

Abstract. The article proposes a business model for the development of small business in the regional market of services in Ukraine on a generalized methodological approach; the main aspects and parameters of development of hotel services are revealed. The main purpose of the research is to develop a methodological approach to marketing substantiation, organizational and economic characteristics and management of a small business to provide hotel services on the example of a hostel. Systematization of literature sources and approaches to solving the problem of using strategic management for local small businesses indicates the need to develop a universal business model for the development of hospitality services, taking into account the characteristics of the regional market and other important factors. After all, thanks to a well-chosen for a specific time and a specific market environment, the business models of the company achieve a stable competitive advantage. The rapidity of market changes in the economy of Ukraine and the spread of entrepreneurship actualize the creation of effective algorithms and methods of approach to marketing justification and strategic management of small businesses. The object of research is the business model of future business in terms of implementing a business idea for the local market. The research was carried out using modern general scientific and special methods: business idea map, PEST-analysis, Osterwalder's business model, determination of business value by cost, income and market approaches, sensitivity analysis to determine the degree of business risk. The information base of research consisted of statistical and organizational, financial reporting of small businesses for the provision of hotel services. As a result of the research, an algorithm for opening and analyzing the work of small businesses to provide hotel services on the example of a hostel was developed. The methodical approach consists of stages: development of a map of a commercial idea; analysis of a potential commercial idea and problems that can be solved in the case of implementation of this commercial idea; consolidated PEST analysis; description of the model of consumer service behavior of hotel services; analysis of project business competitors; drafting a practical philosophy of small business; drawing up a business model of a small project enterprise; resource substantiation; project risk assessment. The proposed methodological approach can be applied to develop a business plan for small business opening a hostel for the development of the regional market of services.

Keywords: business plan, marketing plan, card of the business idea, degree of risk of business, hostel, outline of Osterwalder's business model, PEST analysis.

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Памбук С. А.

*кандидат технічних наук,
Одеська національна академія харчових технологій, Україна;
e-mail: pambuk@ukr.net; ORCID ID: 0000-0002-6651-5774*

Устенко І. А.*кандидат технічних наук, доцент,
Одеська національна академія харчових технологій, Україна;
e-mail: innagross1975@gmail.com; ORCID ID: 0000-0002-5527-4944***Мардар М. Р.***доктор технічних наук, професор,
Одеська національна академія харчових технологій, Україна;
e-mail: mardar.marina@yandex.ua; ORCID ID: 0000-0003-0831-500X*

МАРКЕТИНГОВЕ ОБҐРУНТУВАННЯ ТА ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНА ХАРАКТЕРИСТИКА МАЛОГО БІЗНЕСУ З НАДАННЯ ГОТЕЛЬНИХ ПОСЛУГ

Анотація. Запропоновано бізнес-модель розвитку малого бізнесу регіонального ринку сфери послуг України за узагальненим методичним підходом; розкрито основні аспекти й параметри розвитку об'єктів готельних послуг. Основною метою дослідження є розроблення методичного підходу до маркетингового обґрунтування, організаційно-економічної характеристики та управління підприємством малого бізнесу з надання готельних послуг на прикладі хостелу. Систематизація літературних джерел і підходів до розв'язання проблеми використання стратегічного управління для локальних малих підприємств вказує на необхідність розроблення універсальної бізнес-моделі розвитку послуг гостинності з урахуванням особливостей регіонального ринку та інших важливих чинників. Адже завдяки вдало підібраній для конкретного часу і конкретного ринкового середовища бізнес-моделі підприємства досягають стійкої конкурентної переваги. Стрімкість ринкових змін в економіці України і поширення підприємництва актуалізують створення дієвих алгоритмів і методик підходу до маркетингового обґрунтування та стратегічного управління підприємством малого бізнесу. Об'єктом дослідження є бізнес-модель майбутнього бізнесу в умовах реалізації бізнес-ідеї для локального ринку. Дослідження здійснено з використанням сучасних загальнонаукових і спеціальних методів: карта бізнес-ідеї, PEST-аналіз, канва бізнес-моделі Остервальдера, визначення вартості бізнесу за витратним, дохідним і ринковим підходами, аналіз чутливості для визначення ступеня ризику бізнесу. Інформаційну базу дослідження становили статистична та організаційна, фінансова звітність підприємств малого бізнесу з надання готельних послуг. У результаті проведених досліджень розроблено алгоритм відкриття та аналізу роботи малого бізнесу з надання готельних послуг на прикладі хостелу. Методичний підхід складається з етапів: розроблення карти комерційної ідеї; розбір потенційної комерційної ідеї та проблем, які можуть бути вирішені в разі реалізації цієї комерційної ідеї; зведений PEST-аналіз; опис моделі поведінки споживача готельних послуг; аналіз конкурентів проектного бізнесу; складання проекту практичної філософії малого бізнесу; складання бізнес-моделі проектного малого підприємства; ресурсне обґрунтування; оцінка ризиків проекту. Запропонований методичний підхід може бути застосований для розроблення бізнес-плану малого бізнесу відкриття хостелу для розвитку регіонального ринку сфери послуг.

Ключові слова: бізнес-план, маркетинговий план, карта бізнес-ідеї, ступінь ризику бізнесу, хостел, канва бізнес-моделі Остервальдера, PEST-аналіз.

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Introduction. The significance of entrepreneurship increases at a regional level in the conditions of realization of market transformation policy of the economy of Ukraine, the new principles of the entrepreneurial structures formation and development are being formed [1]. The entrepreneurial business is increasingly forming the basis of production, is becoming crucial in the approval of the processes of the economic crisis overcoming, ensuring economic growth in the system of domestic market economy [2—4].

The development of small businesses is very important for the development of both Ukraine as a whole and its regions, because it is the source of economic growth [5]. The our own experience

gained by the domestic enterprises and the positive results of small business development in the countries that have already passed the stage of economic system reform testify on the significant gains of small business in the process of market system formation [6—8]. As the result of this, the research of the basic assumptions, trends and peculiarities of small business development in the region.

Almost all enterprises experience the substantial evolution of the market environment, that requires managers to take into account the peculiarities of markets origins, the correlation and dynamics of supply and demand, changes in the competition intensity, approaches to the coordination of efforts, main factors of success on the market at the current stage of economic development. Under such conditions the well-matched methodical approach for the analysis, enterprise business-model increasingly becomes the source of its successful operation in the market [9; 10].

One of the principal issues is the drawing up of the business plans, which are necessary for the resolution of issues related to the substantiation of the prospects for the development of enterprises and organizations. The business plan gives a possibility to identify the problems that the entrepreneur will face during the realization of his goals in a volatile, uncertain, competitive environment, to form and provide methods to solve these problems [11]. The well-developed business plan helps the enterprise to grow, gain new positions on the market where it operates, draw up the perspective plants of its development, concepts of production of new goods and services and choose rational ways of their realization.

The rapidity of market changes in the economy of Ukraine, the practical completion of the process of small-scale privatization of large enterprises, and which means the entrepreneurship development, actualize the formation of effective algorithms and methods of approach to the marketing substantiation, organizational and economic characteristics and management of small business enterprise.

Analysis of recent research and problem statement. The individual entrepreneurship of natural persons without forming a legal entity is the simplest form of entrepreneurship. It is important to take into account that although this form of entrepreneurship has several advantages — easier state registration, less tax pressure, etc. However, in this case the entrepreneur acts in his own name, at his own risk and assumes the responsibility to creditors with all his property, not only those that are directly used in entrepreneurial activity [8; 12].

In current market conditions, those entrepreneurs who bring something new into their activities, other than those offered by competitors, get success [4]. Potentially there are many opportunities in any business. The determination of these business opportunities is called a business idea. So, a business idea is a proposed way to improve the conduction of business activities in order to achieve greater entrepreneurial success. Although the emergence of a business idea is a creative act, but the process of its emergence and formulation can be managed by applying a certain business model [13].

The business model of the future business in the context of the implementation of the business idea gives you a possibility to identify whether the idea in its results will provide the planned effect, whether it is progressive or vice versa. The implementation of the analysis using a special methodology (business model), gives a possibility to ascertain whether the developed project provides the required level of return on investment, or is very risky, or loses out in its performance to competing projects. Accordingly, the properly developed business model, as part of the development of a business plan gives you the possibility to identify and screen out ideas that, for certain reasons, cannot be implemented before the start of the project.

The business model is the basis of the business plan and helps to simplify the process of planning the main business directions. One can see basic calculations of costs, revenues and profitability through the business model.

Through the well-matched business models for a specific time and specific market environment, the companies achieve the sustainable competitive advantage. That is why there is a need to find appropriate business models that would meet the needs of the innovative product

introduction or service to the market with a reduced development period. The systematization and development of business models have been performed by the following authors Osterwalder and Pigneur, Smerichevskiy and Klimova [14—16]. The studies of business models are also covered in the writings of: Jefferies (2017), Chesbrough (2006), Jansen (2009), Teece (2018), Sivertsson and Tell (2015), Polyakova et al. (2015) and others [17—22].

The most famous business models are: Michael Rapp’s model, Blanc-Dorf model, Johnson’s model, Osterwilder’s model, «Thrifty Template» of Leancanvas. The model of Osterwalder and Pinier is the result of studies and analysis of a dozen universal business models by other authors. This model is called Business Model Canvas and is one of the tools of strategic management for entrepreneurs, which allows you to describe the proposed project or analyze the business model that is already used, from the standpoint of its efficiency and development opportunities [16]. The clear advantage of Business Model Canvas is its original graphical solution, namely the matrix template (canvas).

The purpose of the research is to develop a methodological approach to the marketing substantiation of a small business enterprise to provide hotel services on the example of a hostel.

Methodology and research methods. The research methodology consisted of the following stages: development of a map of a commercial idea; analysis of a potential commercial idea and problems that can be solved in the case of implementation of this commercial idea; consolidated PEST analysis; painting of the model of behavior of the consumer of hotel services; analysis of project business competitors; drafting a practical philosophy of small business; drawing up a business model of a small project enterprise; resource substantiation; project risk assessment. The main methods include analysis, synthesis, induction, comparison, empiricism, working data processing (office research). The main heuristic database consists of professional literature on the subject and secondary sources obtained from the most important hosting portal booking.com.

Research results. The map was drawn up during the researches, where are 12 positions of use of hostel and guests in the future commercial idea have been offered. From the proposed positions, the developer chooses the one that is more familiar to him. The Fig. describes the potential opportunities (positions) for the use of hostels and guests in business activities in three areas: production, services and trade.

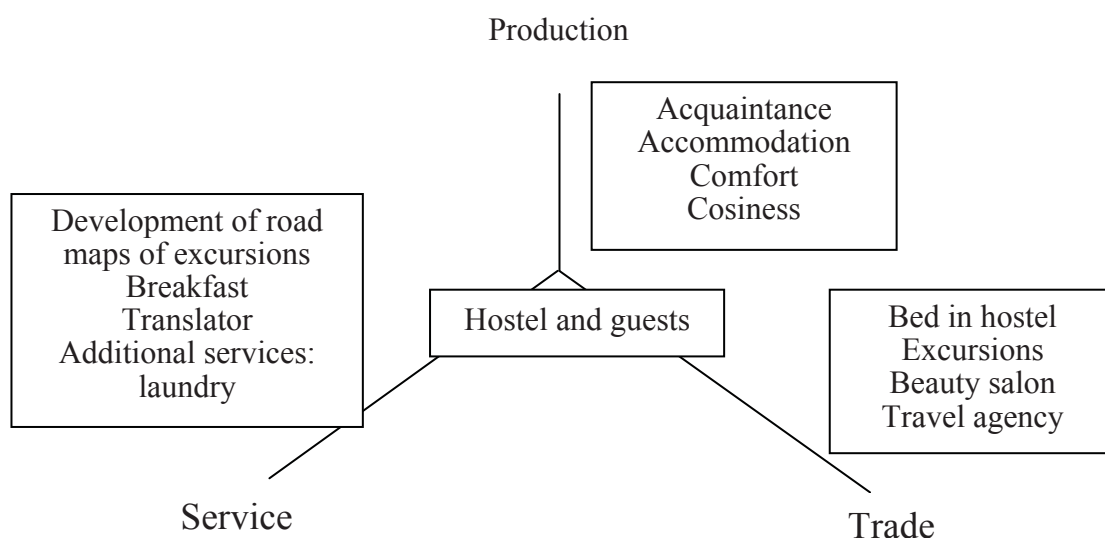


Fig. Map of a commercial idea

Source: compiled by the authors.

The proposed potential commercial ideas, through which the problems of implementation is being solved, has been summarized in Table 1.

Table 1

**The potential business idea and the problems that could be solved
in the case of realization of the commercial idea**

Potential business idea	What problems are solved?
1. Opening and organization of the hostel	More accommodation, more opportunities to book a room or bed in a hostel
	Creation of employment
	Quality of hospitality and tourism services improves with increased competition
	Problem of loneliness is solved (acquaintance with other hotel guests)
	Material problem is solved (average price segment — price / quality ratio)
	You can have a nice day or a week, depending on how much you need
	Tourists are attracted to the city
	Investment attractiveness of the region is increasing
2. Organization of excursions in the city and Odessa region	Tourist region of the south is developing
	Interesting excursions are performed
	People are getting acquainted
	Leisure activities for hostel and city guests
	National traditions, culture, spiritual heritage are supported

Source: compiled by the authors.

Thus, the hostel is exposed to any changes in the external environment, whether it is a political, economic, social or technological area. However, the hostel can quickly get used to these changes due to its organizational structure. The assessment of the impact of the most significant of these factors on the host via PEST analysis and expert evaluations is shown in *Table 2*.

Table 2

PEST analysis summary table

POLITICAL		ECONOMIC	
Factor	Rating	Factor	Rating
increase in taxes and housing and communal services	0,24	decrease of purchasing power	0,192
mitigation of the international climate	0,144	exchange rates of major currencies and rising prices for services	0,176
transition from confrontation between individual states to cooperation and mutual understanding	0,064	changes in the structure of consumption of goods and services towards tourist services	0,128
availability and content of tourism legislation	0,032	inflation rate and interest rates	0,064
state support of domestic tourism	0,016	unemployment rate, amount and conditions of remuneration	0,064
Total	0,496	Total	0,624
SOCIO-CULTURAL		TECHNOLOGICAL	
Factor	Rating	Factor	Rating
service quality requirements	0,24	national tourist product promotion	0,192
force majeure in connection with the coronavirus pandemic: closure of educational institutions, ban on the operation of public locations, restrictions on movement	0,224	development of digital economy (quick planning of the trip with the help of the Internet, mobile and services for it)	0,192
growth of the awareness of tourist opportunities, improvement of the welfare of the population	0,224	rapid development of the material and technical base of the tourism industry	0,096
growth of cultural level of the population, tourist education	0,192		
share of inbound tourism	0,192		
company image and brand recognition	0,176		
depending on the season	0,144		
growth of the number of childless couples and the share of single people	0,144		
earlier retirement, working capacity of the population	0,128		
Total	1,664	Total	0,48

Source: compiled by the authors.

As can be seen, important factors were: from the group of political factors — increase in taxes and housing and communal services; from economic — decrease of purchasing power; from socio-economic — service quality requirements and factors related to the coronavirus pandemic and restrictions on movement; from technological — promotion of the national tourist product. The most important groups of factors can be identified by the total amount of coefficients. Socio-cultural factors (score 1,664) and economic factors (score 0,624) have the greatest impact on the new hostel. The following is a model of consumer service behavior of hotel services (*Table 3*).

Table 3

Model of hospitality consumer behavior

Factors	Consumer
General economic	Level of general well-being of the mass consumer
	Ratio of working and leisure time of the working population
Cultural and socio-psychological nature	Priorities in the system of spiritual values of society
	Psychology of consumption: focus on enjoyment of life; interest in alternative culture; greening of thinking — the connection with nature
	- hedonism — the demand for pleasure and change of impressions - extraversion — communication with people, new contacts and acquaintances
Socio-demographic	Age; Gender; Profession; Education; Social group; Marital status, family composition; Property Status; Service region; City / countryside
Personal and behavioral	Personal characteristics; Lifestyle; Interests in free time; System of spiritual values; Values, motives
<i>Consumer decision making process</i>	
Relationships, needs	Awareness of the travel need
	Information search
	Pre-purchase evaluation of alternatives
	Purchase
Experience	Post-purchase assessment of alternatives

Source: compiled by the authors.

The hospitality industry market is characterized by seasonality. The development of a suitable strategy will ensure an optimal balance between demand and supply of hotel services. The strategy must include incentives for the demand for hotel services through the development of an effective pricing policy, a system of tariffs. The strategy should also take into account the need to shift part of the demand from the peak period to the period of calm, which can be achieved by setting differentiated tariffs and prices, discounts, optimizing the range of additional services and other incentives.

There is a following analyze of competitors of new hostel of Odessa city. The characteristics of hostel competitors are shown in *Table 4*.

Table 4

Competitors of the project hostel «Wave»

Competitors	Competition factor:
«Mini-hotel Kupe»	<i>The range of services provided:</i> All rooms have a TV and a microwave and a shared bathroom with a shower. Free Wi-Fi. <i>Customer service organization:</i> Good <i>Location:</i> 5 min to the sea; 2.6 km from Odessa Opera and Ballet Theater; basement <i>Pricing policy (1 housing bed space), UAH:</i> 170—180 <i>Guest feedback (on a 10-point scale from guests):</i> 9.5 (from 15 guests); no separate sink for morning treatments, only in the kitchen where dishes are washed
«Comfort 24»	<i>The range of services provided:</i> All rooms are decorated in a classic style and are equipped with air conditioning, a flat-screen TV and a refrigerator. Guests can prepare meals in the kitchen and use the seating area with a dining table. Breakfast can be provided on request. There is a free safety deposit box, Internet access (Wi-Fi). <i>Customer service organization:</i> Good <i>Location:</i> 5 min to the sea; 3.0 km from Odessa Opera and Ballet Theater; ground floor of 12-floor build. <i>Pricing policy (1 housing bed space), UAH:</i> 150—180 <i>Guest feedback (on a 10-point scale from guests):</i> 7.6 (from 558 guests); a little cramped — the only one person can cook on the kitchen; Not always placed in the room booked

Table 4 (continued)

Competitors	Competition factor:
«Smart Hostel»	<p><i>The range of services provided:</i> There are seating area, free Wi-Fi and a coffee machine in the rooms. Guests have access to a shared bathroom with a shower. Some rooms have city views. The facility restaurant specializes in European cuisine. There is a garden and a shared lounge.</p> <p><i>Customer service organization:</i> Good</p> <p><i>Location:</i> 5 min to the sea; 5 km from Odessa Opera and Ballet Theater; basement of 5-floor build.</p> <p><i>Pricing policy (1 housing bed space), UAH:</i> 180—200</p> <p><i>Guest feedback (on a 10-point scale from guests):</i> 9.1 (from 59 guests); the only downside is the basement, little natural light.</p>
«Chekhov Hostel»	<p><i>The range of services provided:</i> Air-conditioned rooms have shared bathrooms. Guests can prepare meals in the shared kitchen or visit nearby cafés and restaurants. There is a lounge area, a library and free Wi-Fi.</p> <p><i>Customer service organization:</i> Good</p> <p><i>Location:</i> 30 min to the sea; 4 km from Odessa Opera and Ballet Theater; 2-floor build.</p> <p><i>Pricing policy (1 housing bed space), UAH:</i> 170—180</p> <p><i>Guest feedback (on a 10-point scale from guests):</i> 6.6 (from 98 guests); unclean, uncomfortable, inconvenient</p>
«Zipper House»	<p><i>The range of services provided:</i> Some rooms have a private kitchen with stoves. Free Wi-Fi is available in the rooms. Hostel with shared lounge</p> <p><i>Customer service organization:</i> Good</p> <p><i>Location:</i> 30 min to the sea; 3.6 km from Odessa Opera and Ballet Theater; 3rd floor of the 3- floor build.</p> <p><i>Pricing policy (1 housing bed space), UAH:</i> 130—150</p> <p><i>Guest feedback (on a 10-point scale from guests):</i> 9.1 (from 36 guests); noisily</p>

Sources: compiled by the authors based on booking.com data [23].

The nearest competitors (5) are Mini-hotel-Kupe, Comfort 24, Smart Hostel, Chekhov Hostel, Zipper House. They are located from 5 to 30 minutes from the sea, at 2.6 to 5.0 km from the Odessa Opera and Ballet Theatre, and all are located on the ground floor.

The hotel services are the result of a close relationship between the hotel complex and its guests. In this case, the hotel services are not only the result of the staff work, but the client himself becomes part of the distribution system. The processes of service provision and consumption are interconnected throughout the entire hotel cycle and begin at the moment of arrival to the hotel complex and until the moment of departure. The next stage was the drafting of a practical philosophy of the hostel «Wave» (Table 5).

Table 5

«Wave» hostel practical philosophy project

Features	Characteristic of the features
Politics of the hostel	
Assortment policy	All rooms have a TV and a microwave and a shared bathroom with a shower; free Wi-Fi.
Pricing policy	From 130 to 200 UAH per day for 1 bed.
Advertising policy	Hostels do not have their own sites, there are pages in social networks. You book a room on the website https://www.booking.com
Target audience of consumers	For travelers interested in food, restaurants and architecture.
Mission of the hotel business	Seeing your consumer happy to come back again and again
Concept of the general atmosphere of the hostel	
Logotype	Ship at sea
Thematic orientation	Two-floor building. Renovation in bright colors and minimalism. Additional services for a fee: a guide who speaks English (who likes his work, with humor); walking and travelling to any location.
Branded colors	The preferred colors of the uniform — blue, green; interior — bright colors of the rooms — yellow, green, blue
Type of building	Two-floor building
General requirements for landscape design	There is a yard where you can relax in the shade of trees.
Special elements of interior decor	Subject — marine. The interior decor is bright.
Requirements for the desired atmosphere	Atmosphere of comfort, rest

Table 5 (continued)

Features	Characteristic of the features			
General characteristics of the hostel				
Philosophy of the facility (main conceptual idea, mission)	Philosophy of standard service, offer of comfortable rest. Mission: Seeing your consumer happy to come back again and again			
Structural subdivisions	Room with 6 beds	Room with 4 beds	Room with 3 beds	Room with 2 beds
Room categories	general	general	apartment	apartment
Number of rooms	1	1	1	1
Design style	minimalism	minimalism	minimalism	minimalism
Basic services	Accommodation in a common room; accommodation in apartments; administration, Wi-Fi, kitchen with amenities (stove, oven, refrigerator, microwave, kitchen utensils), toilet and shower shared, iron; breakfast			
Additional Services	Washing machine, hair dryer.			
Additional services for a fee	Food in the refrigerator or delivery of ready meals (registration at the administrator)			

Sources: compiled by the authors.

The following competitive advantages of the designed hotel enterprise can be noted: new hostel is situated on Seminarska Street, near the Dynamo Stadium. Two-floor building (the mural — the sea with a yacht or boat is printed on the facade of the house). On the ground floor there are a room for cinema, games (PlayStation), books, magazines; administration, Wi-Fi, kitchen with amenities (stove, oven, refrigerator, microwave, kitchen utensils), toilet and shower shared, washing machine, iron, hair dryer. Food in the refrigerator or delivery of ready meals (registration at the administrator). To competitive advantages can be carried: renovation in bright colors and minimalism. Additional services for a fee: a guide who speaks English (who likes his work, with humor); walking and travel to any location.

The suggested approach to defining the essence of practical philosophy of a hotel enterprise opens the opportunities for the creation of the competitive advantages for hotel enterprises by implementing modern management mechanisms adequate to it, introduction of the unique services, providing high-quality and competitive service.

The business model canvas can be used for the strategic management, (Business model canvas), which allows us to make a project description. The business model canvas or template is a table with nine arranged columns. They are all logically connected to each other (Table 6). This model is not positioned more in the processing of a product or service, but in the detailed elaboration of future customers.

The business model describes the rationale for how the organization creates, provides and shapes economic, social and other values [14]. The business model is read by arrows:

1. Consumer segments.
2. Key values.
3. Channels.
4. Relationships with customers.
5. Income flows.
6. Key resources.
7. Key actions.
8. Key partners.
9. Cost structure.

The level of business value between the minimum allowable level of 788.44 UAH and a maximum of 1500.0 UAH can be adopted in order to manage the value of business in different business situations. The cost-free volume of services can be reached by booking a minimum number of days 81 with a maximum booking (15 beds at a price of 251 UAH) at a cost of 303.96 UAH.

«Wave» Hostel business model

8. Key partners Who are our key partners? <ul style="list-style-type: none"> • Cleaning companies (laundry) • Travel agencies 	7. Key activities What main activities are required to realise our value proposition and make a profit? <ul style="list-style-type: none"> • Guest accommodation • Additional facilities: organisation of transfers, organisation of excursions • Equipment in the hostel — fridge, TV, iron, Hoover, window cleaner, washing machine • Minimum bed linen and towels, basic cutlery and kitchenware • Running costs for cleaning products, laundry replacement, utilities — 10%; Marketing strategy — 10%; Quality photos of the room for advertising • Possibility to arrange official business trips 	2. Value offer What is the value of the product to the buyer? What needs of the buyers are we meeting? <ul style="list-style-type: none"> • Business organisation — renting a bed or room for a short period of time. • Price as an alternative to a hotel. • Location near tourist attractions - recreational areas (seaside, etc.) and historical sites • Savings on food. There is an equipped kitchen where you can prepare your own meals. • Convenience in terms of check-in/check-out time. It is possible to agree on a time that is convenient for both of us. • Comfort. There is a room for relaxation, a kitchen. Room price includes breakfast. 	4. Relations with the customer What type of relationship does each customer segment expect us to initiate and maintain? <ul style="list-style-type: none"> • Customer centricity • Excellent service Discounts for loyal customers 	1. User segments Who are we creating the value for? Who are our most important customers? <ul style="list-style-type: none"> • Income — low to middle, age — 20—60 • Young people, families with children, people on business trips • Big cities, small towns, foreigners • Niches: Abroad destinations, individual youth tourism, vacations for couples with children, business tourism. • Potential clients: Individuals, families searching for accommodation - in the right area, with the right set of amenities. Influence of the seasonal factor (traditional holiday periods, holidays, city celebrations, sessions of part-time students).
9. Cost structure What are the most significant costs in our business model? Which main resources? <ul style="list-style-type: none"> • Rental of the premises; Refurbishment of the premises; • Administrative costs: Computer, internet and reliable communication; Costs: cleaning, laundry and ironing, dry cleaning; • Running costs for cleaning 	supplies, replacement of hygiene products and utilities 10% <ul style="list-style-type: none"> • Accommodation and minimum bed linen and towels (twice the number of beds and four times the number of towels), basic utensils and kitchenware, refrigerator, TV and ironing facilities should also be provided. 	5. Income sources What value are our customers really willing to pay for? How much does each income source add to the overall profit? <ul style="list-style-type: none"> • Individual youth tourism; Recreation for couples with children; Business tourism «Abitur» direction. The average rental price for a 1-bedroom place is 250—300 UAH (depending on the condition and the number of additional services). The optimum hostel occupancy is 20 days per month. 		

Sources: compiled by the authors on the basis of [14].

Bookings of more than 81 days with a maximum booking per year will be profitable. The period of covering capital outlays for the implementation of the project for the creation of the own business of the «Wave» hostel consists of 4 years, which corresponds to the normative value of the indicator for small businesses and confirms the cost-effectiveness of this project (calculated by the author).

The risks of the project hostel, caused by the impact of macro- and micro-environment have been assessed. The generalized level of objective marketing risks for the hostel refers to a moderate risk zone ($R = 3,637$). The methods for the reduction of marketing risk were also suggested.

Following these recommendations, the hostel will be able to operate successfully in the market of Ukraine.

Conclusions. Based on the executed researches, the following main conclusions can be noted:

1. The individual entrepreneurial activity of natural persons (citizens) without forming a legal entity is the simplest form of entrepreneurship. It should be taken into account that although this form of entrepreneurship has a number of advantages — simpler state registration, less tax pressure, etc. However, the entrepreneur in this case acts in his own name, at his own risk and is liable to his creditors with all his property, not only that which is directly used in the entrepreneurial activity.

2. The following methodological approach according the algorithm can be used for the initiation of small business and its marketing substantiation: development of a picture of the commercial idea; analysis of the potential commercial idea and the problems that can be solved in the case of implementation of this commercial idea; the consolidated PEST analysis; description of the Model of Hospitality Consumer Behavior; analysis of the competitors of the project business; project creation of practical small business philosophy; creation of a business model of the project small business; resource provision; assessment of the project risks.

3. The concept of their own business on the proposed methodical approach, namely hospitality services on the example of opening a «Wave» Hostel has been developed.

4. The marketing substantiation for opening a hostel in the city of Odessa and a marketing plan has been developed. The strategy of penetration is possible for the projected hostel, which includes the implementation of the old product on the old market, existing customers. The business model of the Wave Hostel with the help of Osterwalder's Business Model Canvas has been developed, it has been analyzed and the strengths and weaknesses have been found.

5. In accordance with the resource justification the monthly income will be equal to 30—40 000 UAH, depending on the number of beds. The hostel is projected for 15 people, will pay off on average for 12—24 months — that's high enough profitability. The cost of business — opening a hostel — on the cost, income and market approaches have been determined. The 4-year payback period, which confirms the cost-effectiveness of the results of the new hostel.

6. The risks of the project hostel, caused by the impact of macro- and micro-environment have been assessed. The generalized level of objective marketing risks for the hostel belongs to the zone of moderate risk ($R = 3,637$). The methods to reduce marketing risk were also suggested. Following these recommendations, the hostel will be able to operate successfully on the market of Ukraine.

The offered business-model of development of small-scale business on the regional market of the service sphere of Ukraine according to the following methodical approach is generalized and shows the basic aspects and parameters of development of objects of hotel services. Accordingly, it is important to conduct researches on the creation of a business model for the development of other hospitality services in the future, taking into account their organizational and economic potential, the characteristics of the regional market and other important factors.

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