

The Role of Organizational and Managerial Innovations in Enhancing Efficiency and Quality of Services in the Hospitality Industry of a Region

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Abstract: In study approach to determination of quality of services from the point of view of their consumer appeal which will allow to approach development of the administrative decisions directed to increase of profitability of hotel business more flexibly is offered. Factors of growth of efficiency of a complex of services of means of placement, such as the level of knowledge of hotel and services, quality of hotel services, administrative potential and others are revealed. In work methodical approaches to formation of the mechanism of increase of efficiency and the quality of services including the following components are proved: administrative, resource, market, financial, infrastructure and estimated the system of indicators is also developed for an assessment of efficiency of a complex of services in hotel business by economic, social and innovative criteria. In study methodical recommendations about an assessment of the efficiency of a complex of hotel services containing the following stages are formulated and approved: formation of information base, static assessment of indicators of efficiency and their analysis in dynamics, determination of complex efficiency of services.

Key words: Hotel, tourism, efficiency, social and economic efficiency, region, efficiency increase mechanism, quality of services

INTRODUCTION

In the sphere of entrance and internal tourism hotel service includes the whole complex of services of means of placement for tourists and is the key factor defining prospects of development of the tourist industry. Dynamic development of the industry of tourism provides not only increase in number of modern tourist complexes, hotels and other means of placement but also improvement of their activity which is carrying out in the conditions of fierce competition of the tourist market. It demands improvement of quality of service of guests, development of new organizational and economic approaches and innovative solutions. Effective management of hotel defines existence of the qualified

manpower and the material and technical resources conforming to modern standards and requirements of the consumer, need of development of modern communications and information technologies.

MATERIALS AND METHODS

Main part

Analysis of the main indicators of activity of hotels of Russia, North Caucasus federal district and Nalchik:

The analysis of the main indicators of activity of hotels and other means of placement of North Caucasus federal district (on scales, level and rates of development of sanatorium and tourist spheres of economy won first place in 2015 in a section of regions) allows to note an

important role of Kabardino-Balkar Republic in development of the integral component of the tourist industry. On number of hotels, numbers and the placed persons Kabardino-Balkar Republic takes the fourth place after Stavropol region, North Ossetia and the Republic of Dagestan. Tourism for Kabardino-Balkar Republic can become that now a unique opportunity which will allow to arise, get stronger and to develop successfully to stable, highly profitable and steady small and medium business. Thus, the modern situation in the market of hotel services is characterized, on the one hand by deficiency of qualitative places and services of the means of placement conforming to the international standards >70% cases guests complain of inappropriate functional and social quality of service). On the other hand, the capacity of Kabardino-Balkar Republic is estimated by experts at the level of 1-3 million guests a year.

This contradiction generates a scientific problem: need of development of theoretical and methodical bases of formation of the mechanism of increase of efficiency and quality of services for hotel business as at the international, and national and regional levels as tourism and hotel business are the catalyst of development of all sectors of economy, providing positive social and economic and sociocultural benefits.

In spite of the fact that the tourist branch in service trade in Russia takes only the 7th place with an indicator of 4.4% of total amount and it in a money equivalent makes 298 billion rubles, its value takes the important place in national economy. Expenses on tourism and travel are that part of the household budget of the majority of the Russian families which at financial problems is cut down to a minimum. And it means that the sphere of tourism most of all depends on a stable financial position in the country.

Demand for high-quality services of hotels of a mass segment three and four stars could not satisfy the Russian Federation market in ten years of growth of hotel

branch. Increase in demand for places in hotels of average and the lowest price segments made about 10% and 7% respectively.

At the same time average annual loading of such hotels reaches 87%. Large-scale projects on construction of hotels of three and four-stars level began to appear only three-four years ago (Table 1).

The comparative analysis of data of Table 1 indicates a negative tendency of decrease in number of the Russian hotels with the appropriated categories, namely “five stars” for 10.6% “four stars” for 16.3% “three stars” for 13.8% “two stars” for 24.4% “one star” for 44.7%.

The main indicators of activity of hotels are presented in Table 2. In 2011 the number of hotels made 6774 and in 2012 it increased by 9.4% having made 7410. In 2012 increased by 6.2% in comparison with 2011. In 2013, the number of hotels is already equal to 8406. In 2010 the number of rooms made 247 thousand, and in 2011 it increased by 0.8% having made 249 thousand. In 2012 increased by 5.6% in comparison with 2011. In 2013 the number of rooms made 284 thousand.

Looking through direct dependence of hotel sector, having defined intensity of the business trips influencing volumes of the located income and ability of commission tourist trips.

Dynamics of number of trips of foreign citizens to Russia in 2012-2014 according to Russian Federal Border Service is presented in Table 3.

For 2012-2014 it was observed the small growth of number of trips of foreign citizens to Russia. Comparing indicators of 2014 since 2012 and 2013 it should be noted their growth in 2012 for 6.1% and decrease in 2013 for 0.6% (Table 3). For the considered period the structure of number of trips of foreign citizens significantly did not change. The share of private office trips which fluctuates

Table 1: Dynamics of categories of hotels of the Russian Federation in 2013-2014 (without the microenterprises)

Category of the hotel	2013		2014 r		2014-2013 (%)	Absolute change of a share (%)
	No. of hotels	Part (%)	No. of hotels	Part (%)		
5 stars	93	0.94	107	1.0	89.4	0.06
4 stars	350	3.55	396	3.7	83.7	0.15
3 stars	632	6.40	729	6.8	86.2	0.40
2 stars	306	3.10	321	3.0	75.6	-0.10
1 stars	75	0.76	53	0.5	55.3	-0.26
Without category	8413	85.25	9108	85.0	80.5	-0.25
In total	9869	100.00	10714	100.0	80.7	-

Table 2: The main indicators of activity of hotels (on the end of the year)

Parameters	2010	2011	2012	2013
The number of hotels	6774.00	7410.00	7866.00	8406.00
Number of rooms of hotels, one thousand numbers	247.00	249.00	263.00	284.00
Single capacity of hotels, one thousand places	498.40	501.20	537.30	585.40
It is provided spending the night in a year. one thousand.	63977.00	53427.00	60425.00	67560.00
Efficiency of hotel fund (cash places)	0.35	0.29	0.31	0.32

Table 3: Dynamics of number of trips of foreign citizens to the Russian Federation

The number of trips by goals	2012		2013		2014		Growth rate of number of trips (%)	
	No. of trips	Part (%)	No. of trips	Part (%)	No. of trips	Part (%)	2014-2012 (%)	2014-2013 (%)
Business	4058	39.9	3516	32.3	3219	29.8	79.3	91.6
Tourism	2430	23.9	2506	23.1	2408	22.3	99.1	96.1
Private	2483	24.4	3582	33.0	3920	36.3	157.9	109.4
Transit	42	0.4	47	0.4	46	0.4	109.5	97.9
Service personnel	1162	11.4	1218	11.2	1208	11.2	104.0	99.2
In total	10175	100.0	10869	100.0	10800	100.0	106.1	99.4

Table 4: Dynamics of number of the persons placed in hotels and other means of placement. one thousand persons

Categories of tourists	2012.		2013		2014 r.		Growth rate of number of persons (%)	
	No. of people	Part (%)	No. of people	Part (%)	No. of people	Part (%)	2014-2012 (%)	2014-2013 (%)
Citizens of Russia	22477	84.5	23351	84.3	24475	84.5	108.9	104.8
Citizens of the State Parties of the CIS	904	3.4	1059	3.8	1188	4.1	131.4	112.2
Citizens of foreign countries	3222	12.1	3292	11.9	3293	11.4	102.2	100.0
In total	26603	100	27702	100	28956	100	108.8	104.5

Author's generalization according to State Statistic Committee of Russia (Russia by the Numbers, 2015; Regions of Russia. Socio-economic indicators, 2015; Russia, 2013; Russia, 2015; Regions of Russia, 2015)

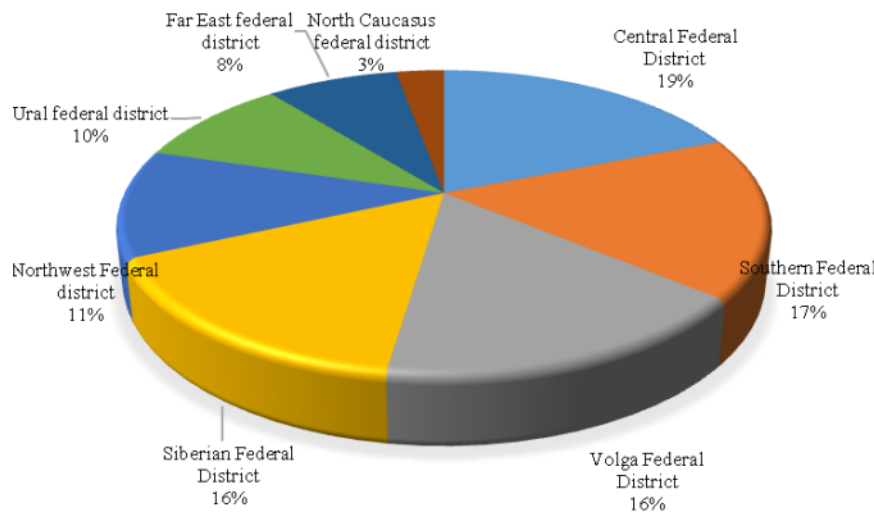


Fig. 1: The number of hotels on the Federal districts of the Russian Federation, 2014

from 29.8-39.9% prevails; a share of private from 24.4-36.3%; on the third place of a trip which purpose is tourism a share of 22.3-23.9% (in 2014 decreased by 1.6% in comparison with 2012).

Dynamics of number of trips in turn positively influenced change of number of the persons placed in hotels and other means of placement (Table 4) namely. the number of citizens of the Russian Federation increased by 8.9%. citizens of the State Parties of the CIS for 31.4%. citizens of foreign countries for 2.2% in 2014 in comparison with 2013. The structure of consumers of hotel services at the federal level practically did not undergo changes. The share of citizens of the Russian Federation fluctuates from 84.3-84.5%; a share of citizens of the State Parties of the CIS 3.4-4.1%; a share of citizens of foreign countries 11.4-12.1%.

By results of the analysis of data of State Statistic Committee of Russia it is visible that the share of trips with the business and professional purposes prevails (in 2013-2014 respectively 57 and 56.5%). In 2014 relatively 2013. It decreased by 25.6%. relatively 2012 for 10.7%. For the beginning of 2015 in Russia there were 9 855 hotels. In comparison with previous year. their quantity increased on 256. Single capacity makes 676 thousand people. And all in a year 42.5 million people stayed at the Russian hotels.

Let's consider the number of hotels on the Federal districts of the Russian Federation in 2014 and it is representable in Fig. 1.

The greatest number of hotels and means of placement similar to them in Central Federal District 1861 is 19% of

Table 5: The main indicators of activity of hotels and other means of placement of North Caucasus federal district in 2014

Regions of NCFD	Hotels and other means of placement		Hotel accommodations		The placed persons	
	Number of hotels	Rating(place)	Number of hotels	Rating(place)	The placed persons	Rating(place)
Dagestan	29	2	3833	2	11739	6
Ingushetia	15	6	1985	6	14026	5
Kabardino-Balkaria	23	5	2928	4	29884	4
Karachay-Cherkessia	25	4	2701	5	30067	3
North Ossetia	27	3	3514	3	36125	2
Stavropol region	49	1	4567	1	52314	1
Chechrya	9	7	971	7	8237	7
In total across North Caucasus federal district	177		20499		182392	

Table 6: Number of rooms of hotels and other means of placement Nalchik 2013 - 2015

Indicator	2013	2014	2015	2014-2013 (%)	2015-2014 r
Number of hotels	13	17	13	130.8	76.5
Category of hotel including					
3 stars	2	2	2	-	-
2 stars	2	2	2	-	-
without category	9	13	9	144.4	69.2
Number of rooms	398	526	440	132.2	83.7
Number of places/beds in a month of the maximum expansion	677	998	885	147.4	88.7

all hotels of the country. And the smallest indicator at North Caucasus federal district 283 hotels, or 3% of total. The rating of investment appeal of the Russian regions which is carried out by RA "Expert" showed that only in the Southern Federal District and the North Caucasus Federal District (NCFD) regions of all levels of social and economic development, at the same time, unlike other districts are presented, in above-stated there is no dominating type of regions. Within the Southern Federal District accurately allocate the internal advanced North with a rating And (The Rostov region and Krasnodar region), within North Caucasus federal district the peripheral South with a rating of C and D (the national republics which share here is higher, than on other federal districts) and a semi-peripheral zone with a rating In (Astrakhan, Volgograd within the Southern Federal District, Stavropol within North Caucasus federal district) (Russia by the Numbers, 2015).

Let's consider a current state of activity of hotel sector of North Caucasus federal district in 2013 which results of activity we will reduce in Table 5.

The analysis of the main indicators of activity of hotels and other means of placement of North Caucasus federal district in 2013 (Table 5) in a section of regions allows to note an important role of Kabardino-Balkar Republic in development of the integral component of the tourist industry. On number of hotels, numbers and the placed persons Kabardino-Balkar Republic takes the 4th place after Stavropol region, the Republic of Dagestan and North Ossetia.

Dynamics of the main indicators of subjects of the industry of tourism in Kabardino-Balkar Republic for

2000-2013 is presented in Table 6. As of 2013 in Kabardino-Balkar Republic 51 collective means of placement from which more than 45% means of placement of hotel type which accept up to 50% of all tourists of KBR work. It should be noted that in volume of paid services by the tourist of branch for the considered period of 2011-2014 the share of services of collective means of placement prevailed: in 2011 - 81.6%. in 2012 - 82.3%. in 2013 - 68.8%. in 2014 - 67.1%. Since 2012 decrease in specific weight of services of collective means of placement against increase of a share of services of travel agencies to 32.9% in 2014 was observed (Fig. 2).

On the basis of research of collective means of placement of KBR, the number of the citizens who visited KBR in 2012 made 98.5 thousand people (in comparison with 2011 the tourist stream decreased by 1%), in 2013 88.2 thousand people (in comparison with 2012 decreased by 10.5%).

In Kabardino-Balkar Republic tourism remains to one of strategically significant tasks to which realization program and target approach at the regional and municipal levels is applied. As uniqueness and a variety of climatic resources of the territory of North Caucasus federal district create favorable conditions both for a permanent residence, and for development of a tourist and recreational complex. Since 2009 according to the Federal law of 06.10.2003 (an edition of 19.04.2013) No. 131-FZ "About the general principles of the organization of local self-government in the Russian Federation" local government bodies received powers on creation of conditions for development of tourism in territories that allows them to develop and adopt the appropriate municipal programs.

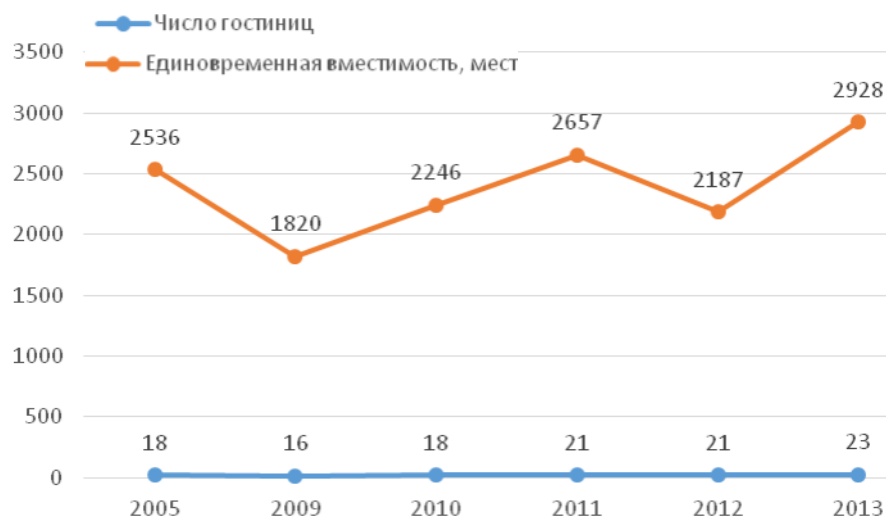


Fig. 2: Dynamics of number of hotels of KBR and their single capacity

For example, such programs are developed and accepted in Kabardino-Balkar Republic (further by KBR): development of tourism and mountaineering in the Chereksky district of Kabardino-Balkar Republic; creation and development of an alpine skiing complex of Chiper-Azau; development of an improving and medical complex Aushiger; reconstruction of Shelter 11 hotel. In many territories of the republic there take place the event actions attracting mass flows of tourists and tourists, more than 40 investment projects on construction and reconstruction of objects of tourist and recreational appointment are realized.

According to the Ministry of tourism of KBR, modern opportunities of a tourist and recreational complex of the republic allow to place at a time over 3 thousand (15120) tourists. The final fund increases due to putting into operation of new hotels. In 2014 turnover of hotels and restaurants made 243.7 million rubles that is 13.2% higher than an indicator of 2013 and 0.3% of a total turnover of all of the organization of the region. From 12386 units considered in the statistical register of the organizations 2.7% of all enterprises (337 units) are the share of hotels and restaurants. On forms of ownership private institutions 88.7%. Under the authority of the public and local government offices 7%. The mixed property 4%. from total number of the enterprises prevail. The number of the individual entrepreneurs who passed the state registration according to Federal Law "About the State Registration of Legal Entities and Individual Entrepreneurs" by the form of economic activity "hotels and restaurants" makes 820 units (3.1% of total number which were registered and 104.5% by 2013).

Accommodation in hotels of the republic made as of December. 2014 on average 1555.95 rubles a day on one

person while in Dagestan 841.47 rubles. In Ingushetia 899.5 rubles. in the Karachay-Cherkess Republic 937.47 rubles. in the Republic of North Ossetia-Alania 1690.25 rubles and in the Chechen Republic 2738,61 rubles.

The prices are at the average level in comparison with other regions of North Caucasus federal district. Following the results of 2014 the number occupied in the sphere of hotel service was reduced in comparison with 2013 by 10% and made 0.8 thousand persons. The average monthly salary of employees of hotels and restaurants in 2014 increased by 17.3% in comparison with the previous period and made 10603.5 rubles (54.8% of the level of an average salary in the republic).

Thus, the hotel economy occupies small specific weight in region economy but has positive tendencies of development. Every year the number of hotels grows, the volume of services extends, indicators of attendance of hotels grow that it is in many respects caused by growth of qualification of personnel and quality of service. The observed tendency of growth of non-material production, increase in service trade and hotel services in particular is a sign of essential high-quality changes of social and economic development of the region.

According to department of statistics Nalchik we will estimate dynamics of the hotel market. We will reduce results of calculations in Table 6.

For the end of 2015 to Nalchik there were 13 hotels, in 2014-17. For the considered period till 2014 increase of number of rooms for 32.2% or for 128 numbers (from 398 to 526) against growth of number of hotels by 30.8% (from 13 to 17). and then sharp decrease by 23.5% inclusive was observed to 440 numbers. The 398th number 440 number, respectively was the share 2015 of 13 hotels in 2013 and the comparative analysis shows an essential difference for

10.6%. In 2015 in comparison with 2014 the number of places in a month of the maximum expansion was reduced by 11.3%.

The analysis of a current state of the organizations of hotel economy both Kabardino-Balkar Republic generally, and Nalchik in particular allowed to formulate the main problems of branch:

- Susceptibility of the hotel market to sharp seasonal fluctuations of demand for tourist services
- Growth of expenses on utilities and respectively decrease in profit
- High level of internal maintenance costs of property of the enterprises of hotel business
- Discrepancy of material and technical resources to requirements of demand (high moral and physical wear of the existing material resources)
- Low quality of service

Lack of uniform system of an assessment of services in placement (among the available 58 systems of a voluntary assessment which number is used by “stars” as designation of compliance to a certain level of service is only one approved by the state the “System of classification of hotels and other means of placement” approved by the order of Federal Agency for Physical Culture, Sports and Tourism of July 21, 2005 No. 86)

- Discrepancy of the price and quality of service in all sectors of the industry of hospitality

A lack (especially acute shortage of linear personnel) and low qualification of shots, weak training of specialists of average and higher educational institutions, the overestimated requirements of graduates and the high turnover of staff, in particular, explaining inefficient labor organization the organizations, the low level of information comfort, reducing profitability indicators because of ignorance by the guest of the offered service.

Excess booking: cases of sale of bigger number of rooms are frequent, than is available owing to not coordinated work of automatic computer booking systems or inaccurate work of employees of hotels (the same problem is possible if the hotel has no automatic updating of existence of vacant rooms on the website);

Problem of interaction of hotels and tour operators: the tour operators practicing advance booking for the groups not always redeem the reserved rooms. Hotels sustain losses because of late annulment of orders refusal of earlier made bookings in, extremely short terms that does not allow to offer repeatedly numbers for sale that is one of risk factors in the hotel industry in general;

- Lack of the state support of branch
- Formation of the international hotel and restaurant networks
- Problem of development of a network of small hotels
- Introduction of new means of communication and information technologies

The listed above tendencies are directed finally to the solution of the main objectives: search of own competitive advantages, creation of stable clients through ability to find the guest, search and creation of new ways of development, continuous updating of own policy taking into account dynamically emerging market of hotel and tourist services.

Thus, on a state and development by the tourist of the industry and the sphere of hospitality interconnected with it, such external factors of the general character as instability of economic development exerted impact (economic crisis), development of business activity, degree of political stability, a condition of investment climate, efficiency of the state control system.

To be competitive in the modern market conditions which are characterized by uncertainty and instability, the dynamic social and economic phenomena, the enterprise has to find constantly opportunities for improvement of activity due to a number of organizational and economic actions that finally can increase the value of processes of service for consumers of hotel services, increasing thereby efficiency of activity of hotels and other means of placement. It in our opinion, is identical to efficiency of a complex of services of means of placement which activity is reduced to granting a complex of services.

Identification of the factors influencing efficiency of a complex of hotel services: In this regard we suggest to introduce for scientific use the concept “efficiency of a complex of services of means of placement” as which we will understand the relation of results of activity of service personnel and management of the hotel aimed at requirements satisfaction of guests (tourists) by granting a complex of services of the corresponding technical, functional, social, information quality to costs of its providing and increase.

In this regard it is expedient to allocate the major factors influencing efficiency of a complex of hotel services:

Level of knowledge of hotel and services (existence of sources of a materialization of services at the external and internal level), the first stage of life cycle of service is providing information on the services offered consumers.

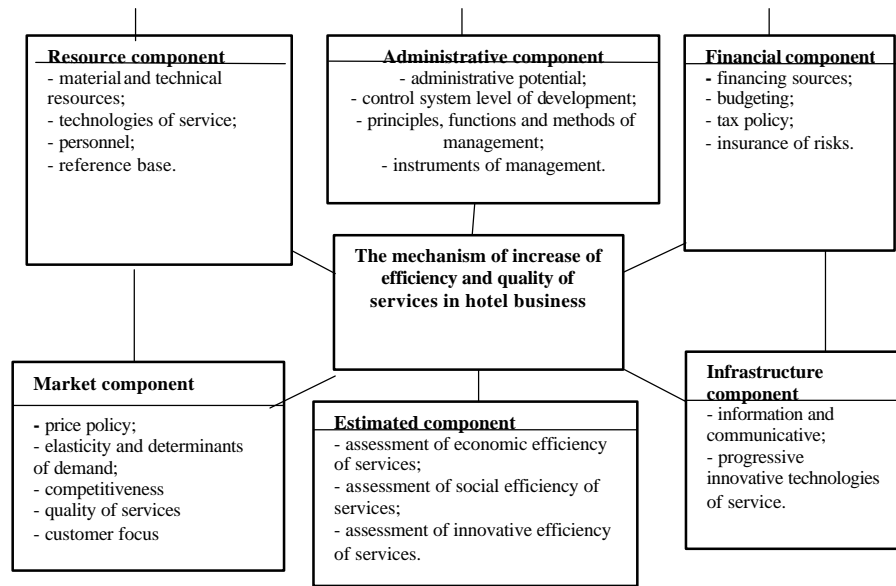


Fig. 3: Structure of the mechanism of increase of efficiency and quality of services in hotel business

Quality of hotel services, including condition of material and technical resources (technical quality), progressive technologies of service, including information and communication technologies (functional quality), social quality; Personnel the producer of a complex of hotel services; organizational and administrative activity (administrative management potential).

Thus, increase of efficiency of a complex of hotel services is provided with competent human resource management, improvement of components (technical, functional, social and information) qualities of services and demands from a control system of a certain level of development and from heads the corresponding professional competences and leadership skills.

Formation of the mechanism of increase of efficiency and quality of services in hotel business: The corresponding mechanism is necessary for realization of the principles of increase of efficiency and quality of hotel services. It is offered to understand the system defining the activity order to managements of hotels directed to improvement of quality and efficiency of a complex of services of means of placement as the mechanism of increase of efficiency and quality of a complex of hotel services.

From the point of view of system approach, such mechanism should be considered as the interacting set, methods, function and instruments of management and also components providing its functioning (realization) (Borodin *et al.*, 2015a, b; Tatuev *et al.*, 2015). This mechanism includes the following structural components (Fig. 3).

The most important link of the mechanism are the main methods of management (Fig. 4) representing ways and methods of implementation of administrative activity and impact on the operated objects for achievement of goals improvement of quality and efficiency the Integral element of the considered mechanism is the estimated component containing an assessment of economic, social and innovative efficiency of hotel services.

It should be noted that the integrated approach to an assessment of efficiency of services of the sphere of hospitality is a starting point for their development, search of ways of improvement of business processes and increase of efficiency of process of production of services. In this regard need of formation of system of analytical indicators for a complex assessment which will be considered further in the real work is staticized.

Thus, the mechanism of improvement of quality and efficiency of a complex of hotel services, has to include: complex assessment activity of hotel and identification of reserves; continuous improvement of material, functional and social quality of services for repeated involvement of guests in service in hotel; ensuring formation of the most optimum complex of hotel services for the maximum requirements satisfaction and compliance to resources of the organization; increase of speed and reliability of information exchange of all participants and functions of management; realization of the perspective directions of increase of efficiency of services in results of its assessment in dynamics. Efficiency of a complex of services in hotel business, in our opinion, is defined by three interconnected criteria (Fig. 5).

As hotel business, predetermines development of tourism and is the catalyst of development of all sectors

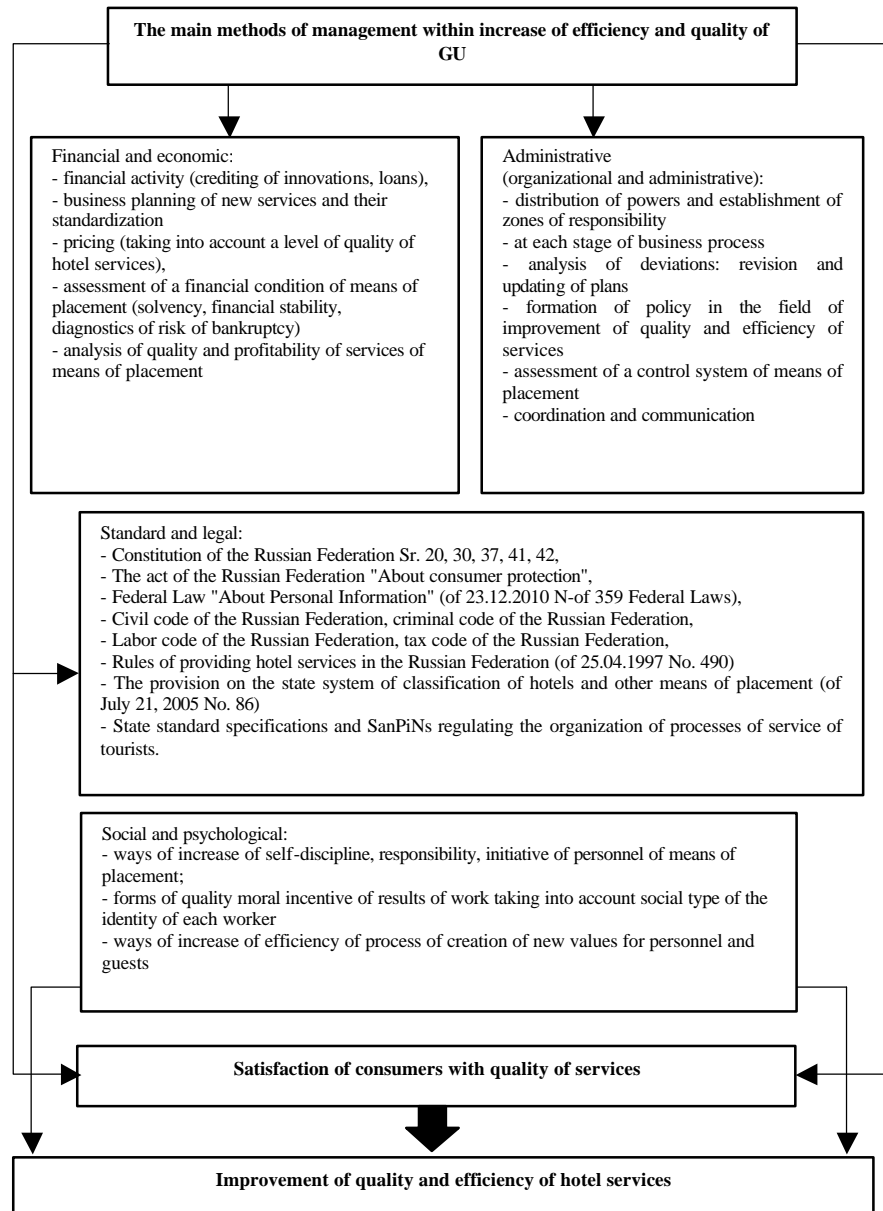


Fig. 4: The main methods of management within increase of efficiency and quality of services in hotel business of

economy, formation of system of the indicators allowing to carry out an analytical assessment of efficiency of a complex of services of means of placement taking into account the criteria considered above is advisable.

In our opinion, the assessment of efficiency of services in hotel business has to be based on use of the offered criteria and indicators of an assessment of efficiency of activity and to include the following stages (Fig. 6).

The offered system of the indicators characterizing efficiency complex of services made of separate indicators

of activity of the hotels which are given in special economic literature it specified and was the basis for methodical approaches to determination of efficiency of services of means of placement.

The system of indicators for an assessment of efficiency of services in hotel business (Fig. 5) in our opinion, has to include the following groups in a section of criteria: economic - indicators of efficiency of use of a number of rooms, indicators of efficiency of hotel service, indicators of efficiency of use of resources of means of placement; social indicators of social efficiency of hotel

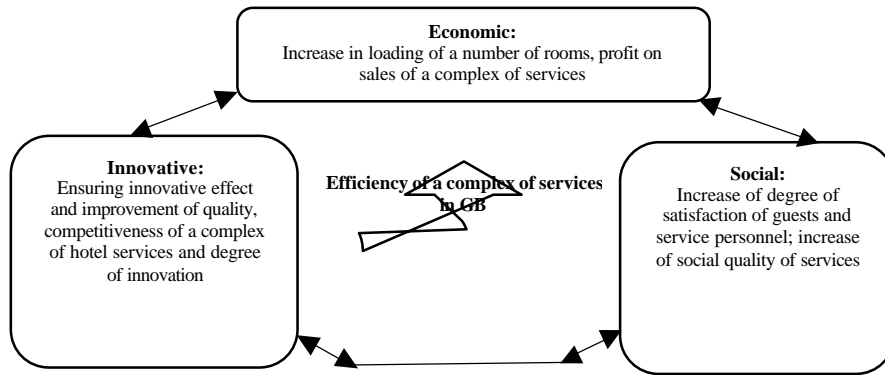


Fig. 5: Criteria of efficiency of a complex of services in hotel business

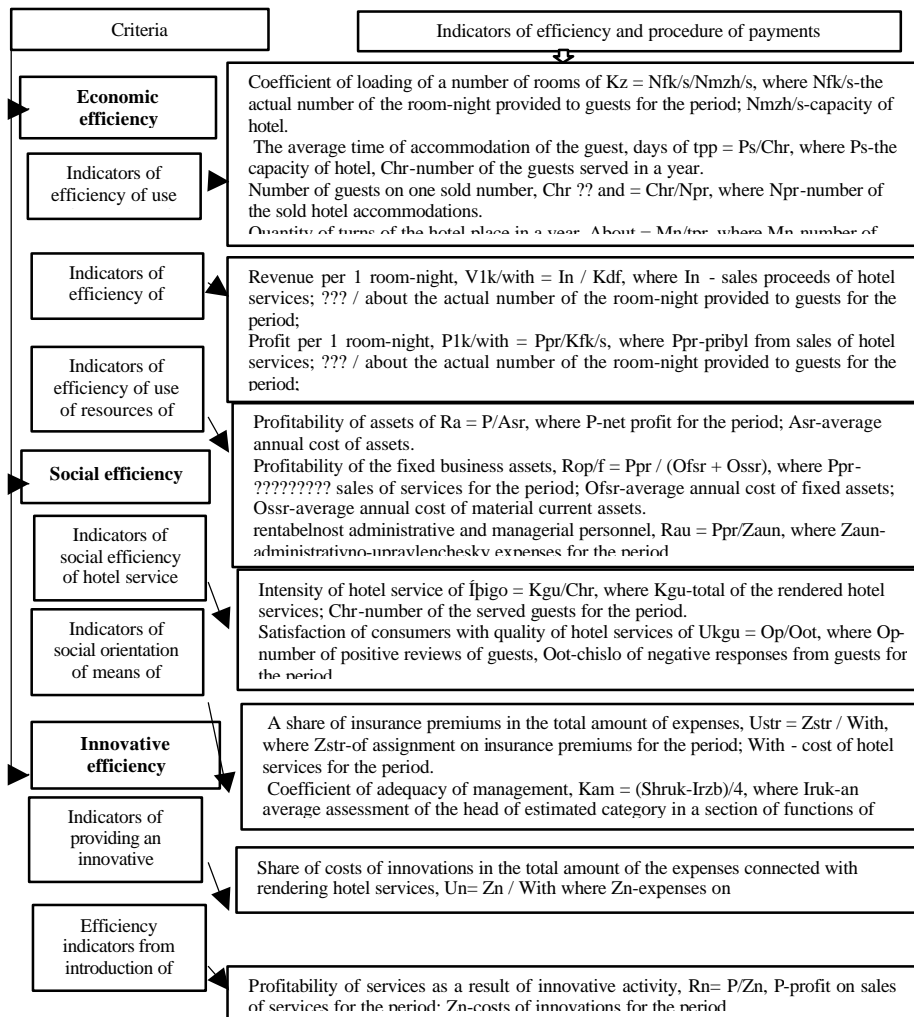


Fig. 6: System of criteria and indicators of efficiency of services in hotel business

Table 7: Indicators of efficiency of a complex of services of means of placement Nalchik

Hotels	Economic efficiency		Social efficiency		Innovative efficiency		Total indicator	
	2014	2015	2014	2015	2014	2015	2014	2015
“Climber”	0.270	0.040	0.120	0.140	0.010	0.03	0.069	0.055
“Russia”	0.470	0.500	0.140	0.130	0.190	0.10	0.232	0.187
“Track”	0.400	0.510	0.090	0.400	0.140	0.12	0.170	0.290
“Sledge”	0.120	0.010	0.080	0.080	0.140	0.28	0.110	0.060
“Crown”	0.284	0.796	0.387	0.456	0.264	0.55	0.264	0.550

service, indicators of social orientation of means of placement; innovative indicators of providing an innovative saturation of processes of service, efficiency indicators from introduction of innovations.

RESULTS AND DISCUSSION

Researchers carried out an assessment of efficiency of a complex of services of the means of placement functioning in the territory of Nalchik (Table 7). Within research it is expedient to carry out calculation above the given indicators on the example of 5 selective hotels of the city. Despite adverse external conditions some hotels (“Crown”, “Track”), on the contrary, improved indicators of economic efficiency. It is connected with use of advantages of the mechanism of increase of efficiency and quality of services. Are rather stable indicators of social efficiency of a complex of services in hotel business in the considered period. Positive dynamics of indicators of social efficiency, almost on all organizations of hotel business, confirming a tendency to strengthening of social orientation of their activity is observed. Values of indicators of innovative efficiency are at the level of negative that reflects lack of systematic realization of necessary actions in means of placement.

Values of integrated indicators show that in the majority of the organizations of hotel business increase of level of efficiency of activity in general is observed.

CONCLUSION

The developed technique is an important link as a part of the mechanism of increase of efficiency and quality of services in hotel business. Research of researchers is accompanied by justification of methodical approaches to formation of the mechanism of increase of efficiency and the quality of services including the following components: administrative, resource, market, financial, infrastructure and estimated. Researchers formulated methodical recommendations about an assessment of the efficiency of a complex of hotel services containing the following stages: formation of information base, a static assessment of indicators of efficiency and their analysis in dynamics, determination of complex efficiency of services. It is offered to estimate efficiency of a complex of services by means of the general indicator of efficiency determined by economic, social and innovative criteria on

system of the following indicators: indicators of efficiency of use of a number of rooms, efficiency of hotel service, efficiency of use of resources of means of placement; indicators of social efficiency of hotel service and social orientation of means of placement; indicators of providing an innovative saturation of processes of service and indicators of efficiency from introduction of innovations.

Researchers carried out an assessment of efficiency of a complex of services of the means of placement functioning in the territory of Nalchik. Values of totals demonstrate increase of level of efficiency of services of the majority of means of placement. The analysis which is carried out by researchers allows to estimate the level of efficiency of a complex of services in hotel business, and also to create the analytical and information base necessary for governing bodies for acceptance and implementation of the relevant administrative decisions.

Deduction: Thus, the mechanism of improvement of quality and efficiency of a complex of hotel services, has to include: assessment of activity of hotel and identification of reserves; continuous improvement of material, functional and social quality of services for repeated involvement of guests in service in hotel; ensuring formation of the most optimum complex of hotel services for the maximum requirements satisfaction and compliance to resources of the organization; increase of speed and reliability of information exchange of all participants and functions of management; realization of the perspective directions of increase of efficiency of services in results of its assessment in dynamics.

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