



Increasing the Competitiveness of Hotel Enterprises in Modern Market Conditions

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Abstract: *In the period of economic globalization changes, competitiveness becomes an obligatory criterion for the effective development of the hotel services market. In the process of competition, hotel industry enterprises are looking for ways to meet the needs of consumers of hotel services, taking into account the optimal use of resources. The hotel services market is characterized by a high level of competition along with the tourism services market.*

Key words: *competitor, enterprise competitiveness, tourism, hotel business, competitiveness analysis.*

Актуальность темы: Competitiveness in modern market conditions is considered from the point of view of consumers, so marketing activities are an important step in increasing the competitiveness of an enterprise. It is the tasks of marketing that include analyzing the situation on the market, determining the competitive position and developing recommendations to improve the competitiveness of the enterprise.

The development of market relations, the aggravation of competition in the hospitality industry bring to the fore the issue of increasing the competitiveness of hotel enterprises. The stability and economic future of the Republic will depend on how the problems of competitiveness and quality of products and services are solved.

The purpose of the study is a theoretical justification, development of methodological provisions and scientific and practical recommendations for improving the competitiveness of hotel enterprises.

To achieve this goal, the following tasks were set and solved:

- theoretical bases of competitiveness of the hotel enterprises are formulated;
- carried out a comparative analysis of the concept of quality of hotel services as the basis for the competitiveness of hotel enterprises;
- a conceptual approach to ensuring the competitiveness of hotel enterprises is substantiated;
- a marketing analysis of the quality of hotel services at the hotel enterprises of the Republic was carried out;
- the methodological approach to assessing the competitiveness of the country's hotel enterprises has been improved (based on actual differentiators);
- a comprehensive diagnostics of the competitiveness of hotel enterprises was carried out;



- the mechanism of forming the competitiveness of hotel enterprises has been improved;
- the methodological approach to assessing the degree of influence of factors on the formation of the competitiveness of hotel enterprises has been improved.

The object of research is the process of formation and improvement of the competitiveness of hotel enterprises.

The subject of the study is a set of provisions of a theoretical and methodological nature to ensure an increase in the competitiveness of hotel enterprises.

The scientific novelty of the results obtained lies in an integrated approach to the formation of scientific and methodological provisions to improve the competitiveness of hotel enterprises.

Theoretical and practical significance of the work. The theoretical significance lies in deepening the existing theoretical and conceptual provisions to ensure the increase in the competitiveness of hotel enterprises, namely: the conceptual and categorical apparatus of the study, the hierarchical decomposition of the competitiveness of hotel enterprises, the classification of types of competition, the classification of hotel services, the list of criteria to assess the competitiveness of hotel enterprises, imperatives competitiveness of hotel enterprises in the context of key organizational and economic factors of influence; typologies of enterprises depending on the way to achieve competitive advantages. Conclusions and recommendations for improving the competitiveness of hotel enterprises can become the basis for further research in the hospitality industry, namely in the development of ways to improve the quality of hotel products.

The practical significance of the results obtained lies in the fact that they are brought to specific recommendations that can be used to solve urgent problems of increasing the competitiveness of hotel enterprises. The following developments and recommendations are of the most important practical importance: a mechanism for the formation of the competitiveness of hotel enterprises, a methodological approach to assessing the degree of influence of factors on the formation of competitiveness, a model for the interaction of information and financial flows, a conceptual system for managing a hotel as a competitive structure, a methodological approach to conducting a comprehensive diagnosis of the competitiveness of hotel enterprises. enterprises, a methodical approach to assessing the competitiveness of hotel enterprises.

Conclusion.

The theoretical foundations of the competitiveness of hotel enterprises are formulated, which made it possible to identify key approaches to determining the essence of the definition of "competition" (behavioral, structural and functional) and "competitiveness of an enterprise" (comparative, resource and systemic), classification criteria are substantiated and a systematization of types of competition is proposed. It is determined that competitiveness is considered depending on the object of study, which can be attributed to six levels of competitiveness.

A comparative analysis of theoretical approaches to the definition of key concepts based on the study of the semantic evolution of the definitions of "hotel service", "hotel product", "consumers of hotel services", "quality of the hotel product", "competitiveness of hotel services" was carried out. The classification of hotel services and consumers of hotel products has been carried out. The structure of the hotel product is substantiated, which is based on a comprehensive accounting of all its components.

A conceptual approach to ensuring the competitiveness of hotel enterprises is substantiated, based on the theoretical foundations of the formation of competitiveness, assessment tools, and scientific and methodological approaches to ensuring competitiveness. The organizational and economic factors of influence on competitiveness are investigated and the imperatives of the



competitiveness of hotel enterprises are substantiated, which allow building a system of key competencies of a hotel enterprise.

The mechanism for the formation of the competitiveness of hotel enterprises has been improved, which combines the content, structure and procedure for the implementation of organizational, managerial and economic processes, as well as methodological support for the implementation of resource interaction aimed at increasing competitiveness, quality and developing a culture of service.

The methodological approach to assessing the degree of influence of factors on the formation of the competitiveness of hotel enterprises has been improved, which makes it possible to develop effective management decisions to improve the quality of the hotel product. The formation of a mobile group of control and monitoring of the activities of hotel enterprises in the process of ensuring the increase in the competitiveness of hotel enterprises is proposed, which will make it possible to identify the presence of a significant range of logistical functions of resource interaction that require continuous management influence, and also reveal the degree of implementation of these functions. An objective model of the interaction of information and financial flows, subject to management regulation by the sales and marketing support subsystem, has been built for economic justification in the hotel efficiency planning subsystem.

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