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**INNOVATIVE TECHNOLOGIES AS A
FACTOR OF INCREASING THE
COMPETITIVENESS OF HOTEL AND
RESTAURANT ENTERPRISES**

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Introduction and purpose of the study. The key to the success of enterprises in modern realities is innovation as the basis of modernization, a factor in successful activity. They contribute to the formation and maintenance of competitiveness, and is also an incentive for the country's economic development. The study of the problems of enhancing the innovation activity of enterprises is due to its influence on production efficiency, achieving high economic indicators in the case of the most rational use of resources, conditions for the stable development of enterprises and competition in the market.

The hypothesis of scientific research. The study of the problems of enhancing the innovation activity of enterprises is due to its influence on production efficiency, achieving high economic indicators in the case of the most rational use of resources, conditions for the stable development of enterprises and competition in the market.

The purpose of the article is to determine the features of the relationship between innovation and the competitive advantages of the enterprise, the features of their

formation in hotel and restaurant enterprises.

Methods of research. In the article, to fulfill the task, the following methods were used: formal-logical (comparison of analogies, modeling), economically statistical (grouping) and substantive-logical (analysis and synthesis).

Results. The article analyzes the day lightness of innovation. Competitive transfers are marked, due to the international duality. It was reasoned that we should recognize that there is a competitive position on the market to lay out the first and foremost key keys. The main tape is reserved for the secure competitiveness of business on the basis of the success of innovative capabilities. It has been shown that scholars are becoming more and more formally new and competitive to overcome the need to reach the competitive advantage of current realities. To ensure the competitiveness of enterprises, it is proposed to form an effective competitive business strategy, making extensive use of innovative solutions, creating three bridges.

Keywords: innovation, innovation, enterprise competitiveness, competitive advantages, business model.

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ІННОВАЦІЙНІ ТЕХНОЛОГІЇ, ЯК ЧИННИК ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖ- НОСТІ ГОТЕЛЬНО-РЕСТОРАННИХ ПІДПРИЄМСТВ

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Вступ та мета дослідження. Запорукою успіху підприємств у сучасних реаліях є інновації як основа модернізації, чинник успішної діяльності. Вони сприяють формуванню та підтримці конкурентоспроможності, а також є стимулом для економічного розвитку країни. Вивчення проблем посилення інноваційної діяльності підприємств обумовлено її впливом на ефективність виробництва, досягненням високих економічних показників у разі найбільш раціонального використання ресурсів, умов для стабільного розвитку підприємств та конкуренції на ринку.

Гіпотеза наукових досліджень. Дослідження проблем підвищення інноваційної діяльності готельно-ресторанних підприємств обумовлено її впливом на ефективність надання послуг, досягнення високих економічних показників у разі найбільш раціонального використання ресурсів, умов для стабільного розвитку та конкуренції на ринку.

Метою статті є визначення особливостей взаємозв'язку інновацій та конкурентних переваг підприємства, особливостей їх формування на підприємствах готельного та ресторанного господарства.

Методи дослідження. У статті для виконання завдання були використані

такі методи: формально-логічний (порівняння аналогій, моделювання), економічно статистичний (групування) та субстанціонально-логічний (аналіз та синтез).

Результати. Стаття аналізує можливість впровадження інновацій у діяльність готельно-ресторанних підприємств. Конкурентні трансфери помітні, завдяки міжнародній подвійності. Було обґрунтовано, що ми повинні визнати, що на ринку є конкурентна позиція, щоб викласти перший і головний ключові ключі. Основне завдання – забезпечення конкурентоспроможності готельно-ресторанного бізнесу на основі успіху інноваційних можливостей. Показано, що науковці стають все більш формально новими та конкурентоспроможними для подолання потреби досягти конкурентної переваги сучасних реалій. Для забезпечення конкурентоспроможності готельно-ресторанних підприємств пропонується сформувати ефективну конкурентну бізнес-стратегію, широко використовуючи інноваційні рішення, створюючи три мости.

Ключові слова: інновації; інноваційна діяльність; конкурентоспроможність підприємств; конкурентні переваги; бізнес модель.

Formulation of the problem. Current market conditions require decisive mechanisms from domestic companies to respond to the rapid pace of change that is dictated by the environment. Such a response mechanism provides for an effective large-scale fight for the competitive position of the enterprise. The ability of an enterprise to adapt to changes in the external environment while providing the appropriate level of competitive advantage is interpreted as the competitiveness of the enterprise.

The key to the success of enterprises in today's realities is innovation as a basis for modernization, a factor of successful activity. They contribute to the formation and maintenance of competitiveness and are an incentive for economic development of the country. Research of problems of activation of innovative activity of the enterprises is conditioned by its influence on production efficiency, achievement of high economic indicators in the case of the most rational use of resources, conditions of stable development of enterprises and competition in the market. Innovation is expected to ensure the development of enterprises and the creation of powerful incentives for effective work, increasing competitiveness and more. Therefore, the problems of innovations in the business of hotel and restaurant enterprises are of particular relevance.

Analysis of recent publications. Problems of innovative activity and competitiveness of enterprises are thoroughly researched by foreign and domestic scientists. Significant scientific contributions to the study of theoretical and practical problems of competition, competitive strategies, competitiveness and competitive advantages of enterprises have been made by such scientists as G. Azoev, M. Porter, U. Chan Kim, S. Hunt, R. Morgan, R. Fathutdinov, L. Antonyuk, N. Krakhmalova. The issues of innovative activity are given attention by such scientists as S.D. Anthony, M. Eyring, L. Gibson, R. Moborn, G. Chesborough, L. Fedulova, V. Shcherbak. However, the level of development of problems of innovative activity and formation of competitive advantages of enterprises is insufficient, due to the need to operate in conditions of uncertainty and high risks, difficulties in ensuring the competitiveness of enterprises.

The purpose of the article is to determine the peculiarities of the relationship between innovative activity and competitive advantages of the enterprise, peculiarities of their formation at hotel and restaurant enterprises.

Outline of the main results and their justification. From the outset of its activities, each enterprise selects development and growth targets. However, real life adjusts to these basic guidelines, as it is often the case that maintaining a high growth rate is not the best solution. Any business is trying to be competitive in order to be profitable and efficient because it will create the conditions for long-term development.

The concept of "enterprise competitiveness" is complex and interpreted ambiguously. Most scientists view the concept of "competitiveness of the enterprise" from different positions of the object of study, a position that implies effective management in the market and confrontation with competition.

The competitiveness of the enterprise must be understood as having an effective strategy of competitive development, the ability to retain and realize competitive advantages, the production of competitive products with minimal costs, the quality satisfaction of consumer needs, the ability to adapt to changes in the environment, ensure extended reproduction of economic activity and achieve a sustainable market [9, p. 103].

At present, most hotel and restaurant businesses have achieved high competitiveness through innovative development. The main feature of competitiveness is its innovativeness, ie the ability of the system to continuously develop, update and change activities based on the development of innovations. Innovation also means using existing scientific, technical, informational and intellectual potential to further develop, enhance our performance and quality of life.

Today, there are an incredible number of different definitions of the category "innovation". Its founder is the famous American economist J. Schumpeter. he proposed the concept of innovation, which was based on the idea of "new combinations", referring to the new quality of the means of production, which was achieved through some improvements to existing equipment, the introduction of new means of production or organizational systems. In the further works of the scientist, the term "new combination" was replaced by the term innovation. J. Schumpeter interprets the concept of innovation as change in order to introduce and use new types of consumer goods, new production and transportation vehicles, markets and forms of organization in industry [8, p. 53].

S. Ilyashenko, O. Prokopenko states that innovation is the end result of activities aimed at creating and using innovations embodied in the form of improved or new goods (products or services), technologies of their production, management methods at all stages of production and marketing of goods [3, p.153].

Y. Bukovecka considers innovation in two aspects: the static aspect (the end result of innovation) and the dynamic aspect (the process of introducing innovations in which an invention or idea acquires new economic meaning) [1, p. 35].

According to D. Ukhvatkin, innovation is the use of the results of research and development aimed at improving the process of industrial activity, economic, legal and social relations in the field of science, culture, education and other sources of society [6, p. 53].

M. Polegenko believes that innovation is an innovation, any positive change that has an independent value, is brought into the activity to increase the

efficiency of any production process, competitiveness and economic efficiency of production [6, p. 59].

After analyzing a large number of scientific literature and generalizing the above approaches, you can propose your own transformed version. So, different authors explain the innovation:

1) as a change in the state of the object (J. Shumpeter Y. Yakovets, F. Valenta, L. Vodachek, O. Vodachkova);

2) as a result of scientific and technical activities (A. Serbenovskaya, S. Beshelev, I. Dumanskaya, H. Barnet, O. Volkov, K. Barmuta, L. Fedulova, A. Didchenko);

3) as a new consumer value (M. Gershman, V. Shcherbak);

4) as a process of creation and dissemination of innovations (B. Tweiss, A. Koire, O. Lapko, V. Rappoport, B. Santa, V. Kabakov, D. Gvishiani, V. Makarov, V.G. Medinsky);

5) as a process of investment in development (A. Tichynsky, Y. Yakovets, B. Kuzik, N. Krakhmalova);

6) as a system (J. Schumpeter, N. Lapin, G. Azgaldov);

7) on other grounds that do not fall under the above categories (P. Drucker, N. Dinofrio, V. Zagorsky, O. Vovchak, O. Popova, I. Kuznetsova, S. Ozhegov, F. Vysotsky).

Generalizing the various approaches to interpreting this category, you can suggest the author's definition of the category. Thus, innovation is the end result of the transformation of an idea into a fundamentally new or improved innovation (technology, method, service), which is used in the economic activity of the enterprise and is accompanied by an increase in the efficiency of the production process.

An important characteristic of competitive activity is innovative activity - purposeful support of high sensitivity of the enterprise staff to innovations by means of purposeful structures and management methods. It is from the scale of the introduction of modern approaches to the introduction of innovative technologies that further sustainable development will depend [9, p. 102].

If in the nineteenth century the source of competitive advantage was the presence of factors of production, in the early twentieth century. the main source is the steady reduction of production costs, the constant improvement of quality, flexibility, creation and development of specific resources and key competences, and today the focus is on innovations that lead to the emergence of new or improved products on the market, the use of new or improvement of production processes and equipment.

Undoubtedly, any development is linked to innovative changes that have gradually turned into a competitive advantage for each entity. The prerequisite for innovation is the diversity of sources of scientific and technological

knowledge, changes in the cost or availability of raw materials, constant changes in consumer needs and tastes, which greatly facilitates the achievement of competitive advantages.

Ensuring the competitiveness of an enterprise is a system of integrated measures tailored to the conditions of activity of a particular enterprise: goals, values, resources, personnel, production, products and problems that confront the business entities and is based on stages. Innovation and competitiveness are interrelated. The advantage in competition is given to those market participants who take an active position in the use of innovation. The impact of innovation on the formation of competitiveness is shown in Figure 1.



Source: suggested by the author.

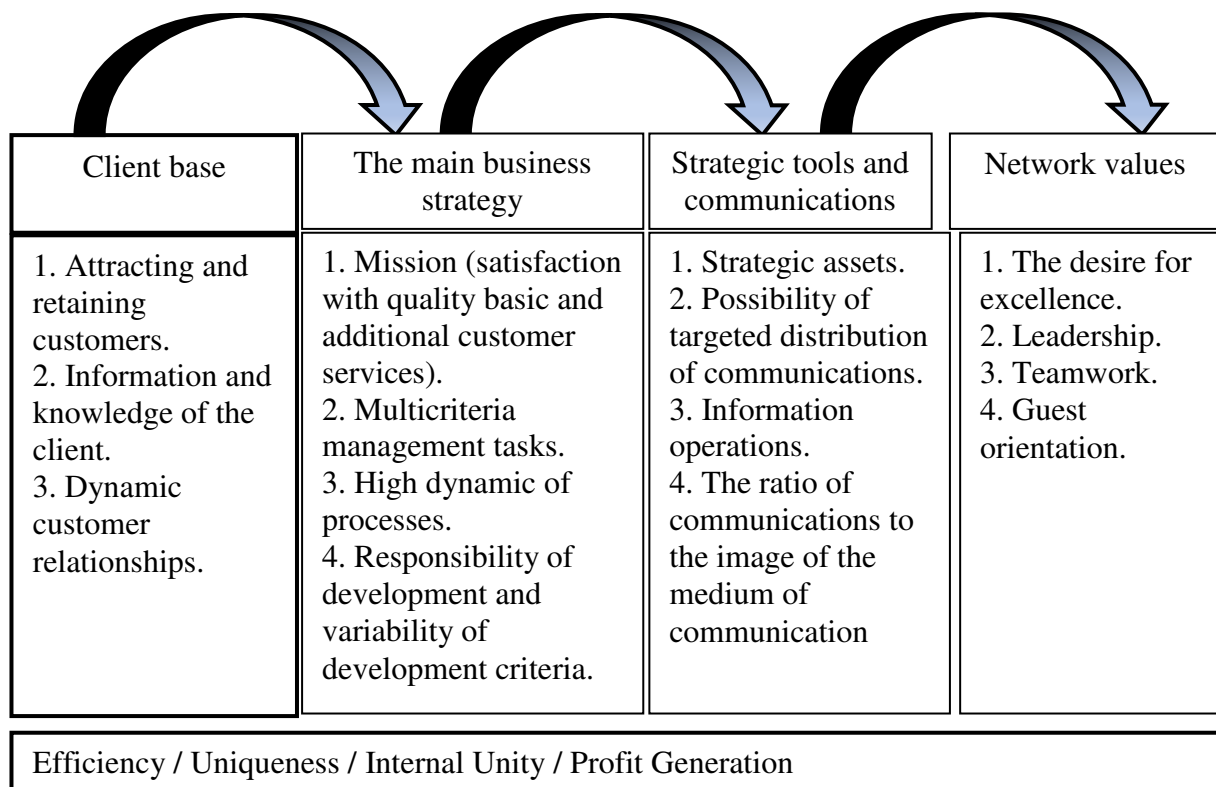
Figure 1. Impact of innovation on competitiveness formation and the main stages of ensuring the competitiveness of hotel and restaurant enterprises

Based on the conditions of the external and internal environment, hotel and restaurant enterprises can choose one of two innovative strategies:

1. Adaptive, passive, protective.
2. Creative, active, offensive.

In order for the innovation to work for the benefit of the enterprise and become an integral component of its competitiveness, the following requirements must be met: management is required to define an innovation strategy; innovation should be consistent with the enterprise's business strategy; it is worth creating innovations in the form of a network, both internally and externally. It is interesting to look at innovations as an important element in formulating strategies and business models that correspond with them. We propose the following elements of the innovative business model (Figure 2).

CUSTOMER BENEFITS CONFIGURATION OF ENTREPRENEURSHIP BORDERS



Source: based on [11; 12].

Figure 2. Elements of an innovative business model

Elements of an innovative business model are core business strategy, strategic tools and communications, customer base (communication and customer relations), network values. All four elements are interconnected and form the characteristic three "bridges":

1. Main business strategy ⇒ action configuration ⇒ strategic tools and communications.

2. The main business strategy is customer benefits and customer base (communication and customer relations).

3. Strategic tools and communications enterprises limits of enterprise activity enterprises value of network.

The basis for building the model, and therefore its four elements, as well as the connecting “bridges”, is the potential for profit. There are four factors that determine potential:

- efficiency;
- uniqueness;
- intra-unity;
- ideas and ability to generate profit.

The major advantages of the model described are the interpretation of its elements in the same way as sources of innovation, as well as the identification of significant links from the point of view of introducing innovation between the individual elements of the model. In its structure, the relationship with the market is very strong, mainly with clients, but also with suppliers and partners. For the performance of the model, both internal links (bridges) between the components of the model and external relations are crucial. An original approach that treats the ability to generate wealth (value) as the highest goal of an innovative business concept is the criterion for its evaluation.

Summarizing the above, we can name the following reasons for innovative competitive behavior of hotel and restaurant enterprises:

1. Changing the level of competitiveness of industry. The structure of the industry shows a significant influence on the level of innovation activity. The lower the level of competition, the less the desire for innovation, and vice versa.

2. The desire of the enterprise for economic profit. Thanks to innovations, businesses are given a chance to temporarily become dominant in the market, that is, they have the opportunity to dictate their prices to customers and, as a consequence, to profit above the norm.

3. The introduction of innovation enables businesses to scale up their business, since the successful introduction of innovation enables them to open new doors in no-go markets.

4. New regulations of the state, forcing enterprises to carry out unplanned events, are also the cause of innovative activity.

In addition, to improve their competitive position in the market, hotel and restaurant businesses are innovating through which they can achieve the following results:

1. Increasing the competitiveness of services, which creates competitive advantages in the short and medium term.

2. Emergence of new consumer needs, which creates competitive advantages in the long run.

3. Improving the efficiency of services rendered, which by its influence transforms the competitiveness of products into the competitiveness of the enterprise.

So, to summarize the above, we can say that the impact on the elements of competitiveness of the innovation factor, creates a positive change: improving the quality of services; reduction of costs, prices; scaling up activities. Activation of innovative activity leads to increase of competitiveness of hotel and restaurant services.

Conclusions and prospects for further research. Most domestic companies understand the importance of innovation in the context of increasing competitiveness, but only do so in the replacement of outdated equipment with newer ones. Given the rapid “aging” of existing ones and the development of new technologies in most industries, this is not enough. In order to increase the level of competitiveness, businesses need to constantly monitor innovation and innovate, ahead of their competitors.

Therefore, innovation can be seen as the key to competitive advantage, and the hotel and restaurant business, if it is to be competitive in the market, must be innovation-oriented. Ensuring an enterprise's competitiveness should be based on developing an effective competitive strategy by making extensive use of innovative knowledge-based solutions.

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