

## Formation of competitiveness of hotel industry enterprises

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Development of market relations and deepening of competition in the market create high requirements to the activities of enterprises of the hospitality industry. Also, international brands entered the market of Ukraine that aggravated the problem of low competitiveness of the hotel enterprises. In these conditions, an important problem is the formation of an adequate perception of competitive threats and benefits caused by intense competition, unstable demand, and changes of requirements for quality, quantity and types of services.

The main tasks in the hospitality industry are to create competitive advantages and competitiveness, search for new ways to develop, renew its policy.

Based on the analysis, we offer to understand enterprise competitiveness as the system of interrelated economic and organizational characteristics of companies that provide a competitive advantage in the market and allow quickly adapting to external changes.

Given the dynamism that is typical for the enterprise environment, there are different levels of competitiveness: tactical, operational and strategic.

The study and analysis of strategic competitiveness of hotel performance areas made it possible to group them in the follow-

ing components: investment component of innovation; unique territorial location, offerings and services; evaluation of the effectiveness of hotel services' sales, reservation process and service; openness; customer-loyalty program; IT-optimization.

In addition, for taking the competitive advantages hotels can use the basic competitive strategies: cost leadership, differentiation and focus.

Using the strategy of leadership in costs is most suited for network hotel enterprises, which is through standardization, bulk purchases of products, equipment and consumables can significantly reduce costs. The strategy of focusing on certain groups of consumers and providing services that meet their individual needs can be applied by individual hotels. Differentiation strategy provides the distinguishing of enterprise services among similar proposals due to the higher quality and exclusivity.

Competition is the stimulus of new ideas and influences on actions of producers of hotel services. In these conditions the competitiveness can be provided only on the assumption of a comprehensive approach to form competitive advantages based on new management methods, using modern technologies, qualified staff and high level of service.