

Innovative Development Strategies of the Enterprises of Hospitality Sphere

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Abstract

Specificity of innovative management dealing with the development of the hotel and catering business enterprises is that it is usually developed by qualified specialists, but managers make decisions and approve the plan of implementation. In this respect, regarding the enterprises of the hotel and catering business, focused on the innovative management of their development, it is necessary to implement the process of making management decisions taking the viewpoints of the team members into account. It allows to identify the inconsistencies of different levels of management within the team frames, and eliminate them quickly and efficiently. Control of the implementation of innovative management of the development of the enterprises of the hotel and catering business begins with the definition of a complex of works and resources, executors and terms. Then a program for the implementation of innovative management to deal with the development of the hotel and catering business is developed, which shall be fulfilled by the units according to the stages of solving the problems. While implementing innovative management to deal with the development of the hotel and catering business enterprises, the tasks of managers of different levels necessarily include the control of the implementation of management decisions. If necessary, management assistance or the assistance of qualified professionals is provided, corrections are made when errors are being detected.

Keywords: development strategies, entrepreneur's culture, hierarchy system, competitive struggle, adaptation machinery of managerial decisions

Introduction

Under current economic environment, the development and implementation of innovative enterprise development management is an urgent problem, as intensive global development requires continuous improvement of the functioning of enterprises aimed at winning new markets, raising competitiveness, increasing profits and meeting consumer demand. Innovative management to deal with the development of enterprises is interpreted by the leaders as effective method to respond to the market challenges under conditions of dynamic changes of market environment.

Being an element of the management system, innovative management to deal with the development of enterprises contributes to raising the level of competitiveness, exposing

problems and defining the ways of their solving, while implementing potential conditions and resources. Innovative management to deal with development of enterprises shall consider the factors that influence the external environment and develop and implement such scenarios, which, if necessary, have to be adjusted and adapted to changes in the economy and society. The extent to which the innovation management system is being introduced (defined and structured strategic objectives, implemented consecutive scheduled events), the successful development of enterprises is depended on.

Literature Survey

Intensive development of society requires continuous improvement of the existing system of viewpoints, calculations, decisions, technologies, etc. (Appelbaum, D., Kogan, A., Vasarhelyi, M., & Yan, Z. (2017)).

In the modern world, leaders, who take the time to design and implement innovative measures, hold leading positions (Archer-Brown, C., & Kietzmann, J. (2018)). But no matter what contemporary viewpoints are, they have a solid foundation that has been formed for centuries (Baumgartner, R. J., & Rauter, R. (2017)).

The introduction of managerial innovations is a reliable means of ensuring the uniqueness and effectiveness of the enterprise management system (Centobelli, P., Cerchione, R., & Esposito, E. (2018)). This occurs due to the fact that managerial innovations are individual in nature for each hotel and catering business.

However, a number of issues remain to be underinvestigated, in particular, which innovations in management are effective (Cook, N. (2017)). Most often, the innovative activity of enterprises is understood as the development of new products and services, the introduction of new marketing and production technologies, etc., and the development of managerial innovations, problems of assessing their effectiveness, are not always in the prime focus of scientists (Cooper, R. (2017)). At the practical level, it is important to highlight the most effective managerial innovations, determine the methods and ways to implement them in the activities of the hotel and catering business.

We can distinguish the following goals for improving the management system of the hotel and catering business: the formation of business processes that are common to the whole enterprise: increasing productivity (Drobyazko S., Makedon V., Zhuravlov D., Buglak Y., Stetsenko V. (2019)), increasing employee motivation (Drobyazko S., Barwińska-Małajowicz A., Ślusarczyk B., Zavidna L., Danylovyh-Kropyvnytska M. (2019); Drobyazko S., Okulich-Kazarin V., Rogovyi A., Goltvenko O., Marova S. (2019)), reducing enterprise risks (Hilorme, T., Perevozova, I., Shpak, L., Mokhnenko, A. & Korovchuk, Yu. (2019), Hilorme, T., Shurpenkova, R., Kundrya-Vysotska, O., Sarakhman, O., & Lyzunova, O. (2019), Hilorme, T., Zamazii, O., Judina, O., Korolenko, R. & Melnikova, Yu. (2019)), advance training of employees (Hong, J., Zhang, Y., & Ding, M. (2018)), arrangement of more transparent schemes of the company's activity (Lasserre, P. (2017)), expanding the range of services (Morden, T. (2017)), which provides the company with hotel-catering management, establishing relationships with new counterparties, the automation of enterprise management which belong to hotel-catering management.

Achieving all these goals is ensured through the introduction of a management innovation system (Rees, G., & Smith, P. (Eds.). (2017)).

A significant difference between this system and other market-based tools for enhancing competitiveness is that it is a complex and continuous process of transformation of an enterprise's activity aimed at forming and maintaining its competitive advantages. (Slack, N., & Brandon-Jones, A. (2018)).

The increase in the volume and scope of scientific viewpoints, the deepening of scientific knowledge in discovering laws and consistencies of functioning of the real natural and social world lead to the fact, that the undoubted desire of the scholars to perform techniques and methods, by which knowledge and viewpoints are acquired and generated, get a boost (Steiss, A. W. (2019), Tupa, J., Simota, J., & Steiner, F. (2017)).

Methods

The scientific-theoretical and methodological basis of the research are the following methods: abstract-logical method – used for substantiation of epistemological aspects of innovative management of enterprise development: definitions, components and trends of development; methods of theoretical generalization, systematic and historical-economic analysis - for systematization of theoretical provisions regarding the essence, goals, functions and principles of the system of innovative management of enterprise development; analysis and synthesis – for studying the object of research and identifying its constituent elements; graphic method - for drawing up conclusions of the conducted researches.

Results

The rate of change of the external environment often does not allow the enterprises of hotel and catering business promptly respond to them. In this case, the frequency of appearance of unexpected and unpredictable business threats is increasing. Innovative management of the enterprises of hotel and catering business under such circumstances requires application of effective approaches in the field of strategic management. It will allow you to a great extent to implement active and adaptive management of the enterprise due to fast adaptation to conditions of functioning, and to create conditions for stable development.

It is imperative for the hotel and catering business enterprises to develop strategies, taking into account the selection of strategic alternatives, with a view to enhance their competitive advantages and enter new markets.

The analytical and intuitive platform for the formation of a hierarchical system of strategies for innovative management of the hotel and catering business development are the principles of analysis and intuitionism.

The strategy of enterprises of the hotel and catering business has a number of декомпонування levels, the strategy of a certain rank is relevant to each level, hence - the strategy has a hierarchy structure.

The hierarchy of strategies of the hotel and catering business implies ranking, correlation, subordination of different strategies, which build up the enterprise's strategy.

Four level hierarchy of strategies system is inherent in enterprises of the hotel and catering business. It comprises the following strategies: corporative (general), business-like (competitive), functional and operative.

Each of higher levels creates a strategic environment for shaping lower level strategy and defines their limitation level.

Let us consider in detail the essence of each level of the hierarchical system of strategies for innovative management of the development of the hotel and catering business enterprises.

Corporate (general) strategy of innovative management of development of the enterprises of the hotel and catering business - describes the general direction of development of the enterprise. It allows for the development of a common goal, defining ways and means of achieving the goal, defining specific detailed goals and monitoring the achievement of the goal by the hotel and catering business enterprises.

The business (competitive) strategy of innovative management to deal with the development of the hotel and catering business enterprises provides long-term competitive advantages of the enterprise.

Business strategy consists in defining the corporate mission, timely response to internal and external factors, addressing specific strategic challenges relevant at the moment for enterprises of the hotel and catering business management.

Functional strategy for innovative management of the the hotel and catering business development describes the specific ways to achieve the specific goals of the enterprise and provides for marketing, production, environmental, financial, innovation and social strategies

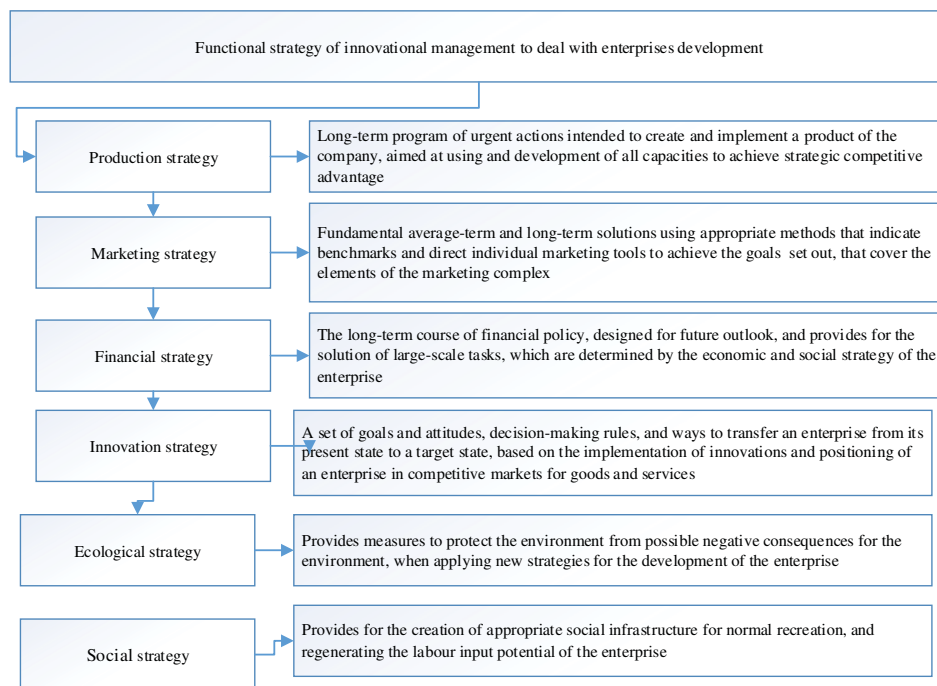


Fig.1: The set of constituent parts of the functional strategy of innovative management of the the hotel and catering business development (author’s development)

The operational strategy of innovative management to deal with the development of the hotel and catering business enterprises is used in solving daily, strategically important operational tasks in the content of the functional trends of the hotel and catering business enterprise.

The essence of operational strategy of innovative management dealing with development of the hotel and catering business enterprises is conducting promotional activities, payment of wages, procurement of raw materials, inventory management and transportation repayment obligations to the budgets of all levels and banks, settlements with customers for goods sold or services rendered.

A hierarchical system of strategies of innovation development management of the hotel and catering business enterprises shall have an active make-up to achieve the goal, be fraught with a constant expansion of activity of the enterprise, shall develop and introduce innovative products and services that continually be ahead of the rest competitors. This aggressive and expansive policy will allow the enterprises of the hotel and catering business management constantly to expand the markets and increase their level of competitiveness.

Active offensive strategy of innovative development to deal with management of companies of the hotel and catering business is very risky and is associated with significant resource costs. However, the use of this strategy can bring tangible results through producing unique and innovative products or services and to take dominating positions in the industry branch.

Each level of a hierarchical system of strategies of innovation management to deal with development of the hotel and catering business enterprises shall be adaptive, that is to have an integrated system of substantiation adapted to the peculiarities of the changing conditions of the external and internal environment, which are the grounds of formation of methodological basis of the implementation of the established strategic goals and effective strategic direction towards the achievement of target the status and market position by the hotel and catering business enterprises.

Adaptation of the hierarchical system of strategies for innovative management of hotel and catering business development shall be aimed at isolating irrational work, subordination of each process at the hotel and catering business, satisfying consumer requirements, achieving the highest quality of products and services and forming innovative management of enterprise development and so on.

Hotel and catering businesses need to choose an effective development strategy from a set of strategic alternatives.

Alternative strategies are a set of strategy options that enable the hotel and catering business to achieve its objectives within the chosen direction, subject to restrictions on the use of existing resources.

A special “filter” by which one needs to determine the most attractive strategy from the set of strategic alternatives is strategic analysis. It applies formal models, quantitative methods, creative analysis that takes the specifics of the hotel and catering business, analytical and intuitive abilities of managers into account.

Each type of the basic strategies shall be strategic alternative, let’s put in other words - you have a backup strategy which is able to maximize long-term performance of the hotel and catering business enterprise.

But it is worth noting that the process of shaping a strategy for innovative management to deal with the development of the hotel and catering business is constant and continuous, as the conditions are constantly changing, therefore, the strategic plan shall be regularly adjusted.

All functional services, specialists and managers of all levels, as well as experts and scientists, shall be involved in the process of developing a strategy for innovative management to deal with the development of the hotel and catering business.

The collection and analysis of information for shaping a strategy of innovative management to deal with the development of the enterprises of hotel and catering business involves the following tasks: monitoring the environment in hotel and catering management; processing; provision of analytical and information materials; creation of a system of regular review of the strategic plan of innovative management to deal with development enterprises of hotel and catering and ensure that process; establishing a database.

A database is a complex information characteristics of the economy. It is the result of the target collection from all possible sources, is the process of transformation of data sets into strategic information on the basis of their special treatment with a focus on the development and implementation of the strategic plan of innovative management deal with development of the hotel and catering business enterprises.

Information is one of the most valuable resources of the enterprise. It is estimated based on many parameters, including volume, accuracy, richness, comprehensiveness, relevance and value.

According to the life cycle of products and services rendered by hotel catering management, there are strategies for growth, retention and reduction. The achievement of any hotel and catering enterprise depends on the results of the analysis of markets and positions, which is held by the hotel and catering company and its competitors.

Shaping of strategy of innovative management to deal with development of the enterprises of the hotel and catering business largely depends on the organizational level of the development of the strategy itself.

The difference between strong and weak strategy of innovative management to deal with development of the hotel and catering business enterprises is the ability to develop measures and approaches that can provide competitive advantages. The more benefits the hotel and catering business company receives, the greater the number of customers one can attract to the company and, thereby, increase its level of profitability. Lacking such benefits, the hotel and catering business company risks to yield to the stronger competitors and occupy a secondary position.

Strategic unity and coordination of different trends of functional areas activities reinforce the strategy of innovative management to deal with development of the hotel and catering business enterprises.

Role of strategy of innovative management to deal with development of the hotel and catering business enterprises lies in supporting the overall business strategy and competitiveness. In addition, the value of the strategy of innovative development to deal with hotel and catering business enterprises is to create management guidelines for achieving functional goals.

Thus, the strategy of innovative management to deal with the development of the hotel and catering business presents a production plan that contains the necessary measures to support the strategy and achieve the goals and mission of the hotel and catering business.

The primary responsibility for formation of strategy of innovative management to deal with development of the hotel and catering business usually vested in the managers.

While executing the strategy of innovative management to deal with development of the enterprises of hotel and catering business, supervisor works closely with his deputies and often discusses key issues with experts and industry branch professionals.

A strategically oriented model of innovative management of hotel and catering business development is proposed, which is based on:

analysis of strategic factors of innovative management to deal with the development of the hotel and catering business enterprises and their influence on internal and external factors;

formation of goals of innovative management to deal with development of the hotel and catering business enterprises;

identifying strong and weak sides of activity of the hotel and catering business enterprises economy, substantiating the choice of strategy evaluation and control strategy, the selection and justification of the strategic management system, shaping of assessment criteria that influence strategic surprises and the problems of flexibility and synergies for the management of the hotel and catering business enterprises, getting results from the implementation of

strategic changes for the innovative management to deal with the hotel and catering business enterprises development.

Under unstable economic conditions, the inefficient activities of the hotel and catering business enterprises require qualitative changes. Such changes present the shaping of a system of innovative management to deal with the development of the hotel and catering business.

However, the management of enterprises faces the issue of choosing such tactical and strategic trends of innovative management to deal with the development of the hotel and catering business enterprises that will be maximally effective and have a long-term positive effect.

Shaping of an innovative management to deal with development of hotel and catering sector enterprises as the economic system is performed in three conceptual areas (Fig. 2), namely: innovation process, innovation knowledge, innovation resources.

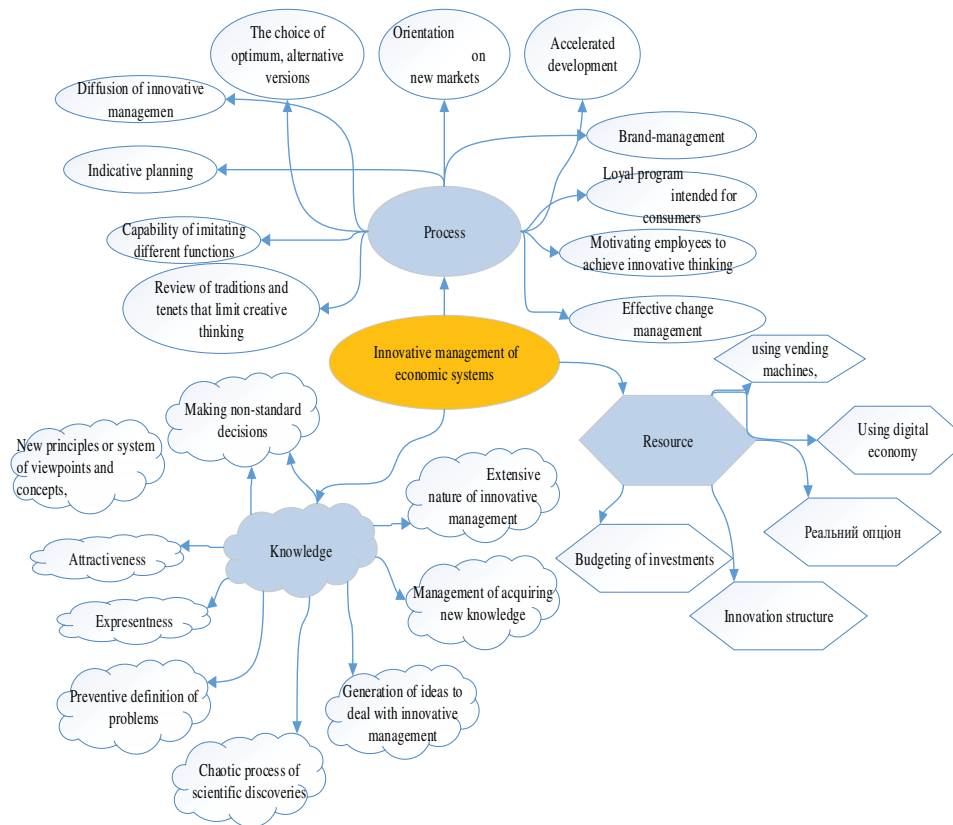


Fig. 2: Conceptual trends of shaping innovation management to deal with the development of the hotel and catering business as an economic system (author's development)

The details of the remaining stage of the process deserve high attention, the focus of action is not only on the achievement of enterprise benefits at the moment, as well as the orientation on the strategic outlook.

Discussion

Obviously, any management innovation shall be adapted to the peculiarities of the economic activities of the hotel and catering business enterprises management, on which it is embedded.

A dynamic market environment has a multifaceted impact on the need to find ways to create and maintain competitive advantages of the hotel and catering business enterprises management. The implementation of these features contributes to their successful opposition in the competitive struggle, which is constantly increasing. World practice shows that the winner in this battle is the company that focuses on innovative development and the main goal of the strategic plan is producing effective innovative management solutions. However, this is only possible through the adaptive management development of enterprises. It is possible only on the basis of the adaptive control to ensure account for the requirements of the market, actions of competitors and suppliers. Economic sustainability and competitiveness sounds a strategic goal of adaptive management.

Therefore, under the condition of shaping of innovative management to deal with development of the hotel and catering business enterprises as economic systems we can achieve efficient results of the enterprise activity, the chief point is the satisfaction of consumer demand, which will give an opportunity to enter new competitive markets, to gain surplus income.

Conclusion

Regarding conditions of high competitive struggle, the company can adapt only under conditions of shaping the system of innovative management to deal with development of the the hotel and catering business enterprises, as an indispensable prerequisite for stable long-term development and competitiveness.

The realities of modern life require the management of enterprises to constantly produce effective solutions with a view to increase the level of competitiveness, entering new markets, making technological breakthroughs and more. All this requires innovative approaches in the enterprise management system.

Therefore, in the course of shaping of innovative management to deal with the development of the hotel and catering business enterprises it is necessary to create conditions for cooperation of all departments and subdivisions of the enterprise with management personnel.

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