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INTERNATIONAL ENTREPRENEURSHIP FOR INNOVATIVE MANAGEMENT OF THE DEVELOPMENT OF THE HOTEL BUSINESS

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ABSTRACT

With a view to ensure the smooth operation of the hotel international of entrepreneurship, its owners and managers shall constantly adapt to changes in the environment. However, the innovative development of the enterprise, which is based on managerial innovation, involves constant qualitatively new changes in the internal environment, entrepreneurial culture, and personal beliefs of employees. Thus, managerial innovations are a key factor in the effective development of the hotel and catering business, the acquisition of unique properties that will provide long-term competitive advantages in the market. Therefore, the long-term success of a hotel and catering business is determined by its ability to constantly bring innovations into use. The possibility of testing managerial innovations under conditions close to the real economic activity of the enterprise, observation of the results of its implementation will reduce the resistance of employees and managers of institutions to radical changes which will enhance their initiative and willingness to use unconventional management techniques.

Keywords: Managerial Innovations, Integrated Device, Development Strategies, Adaptation, International of Entrepreneurship.

INTRODUCTION

The current conditions of management encourage the leaders of domestic enterprises to form a system of innovative management, namely, to constantly search for and improve the schemes of shaping and generation of effective management decisions. To conquer internal and external markets, modern managers need to constantly increase the level of development of enterprises by improving the quality of products and level of service, meet the world standards, have highly qualified staff and be engaged in the constant growth of his professional level, use leading technologies, etc.

It is necessary to deal with the formation of a system of innovative management of the development of the hotel and catering business, which will increase the level of competitiveness of the country in the world arena and will favor attraction of additional investments.

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 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.

REVIEW OF PREVIOUS STUDIES

The introduction of managerial innovations is a reliable means of ensuring the uniqueness and effectiveness of the enterprise management system (Drobyazko et al., 2019 a,b). 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 (Morden, 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 (Tupa et al., 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.

Achieving all these goals is ensured through the introduction of a management innovation system (Rees & Smith, 2017). 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 (Steiss, 2019).

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 & Brandon-Jones, 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 get a boost as regards performing techniques and methods, by which knowledge and viewpoints are acquired and generated (Hilorme et al., (2019a); Hilorme et al., (2019b).

METHODOLOGY

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 to deal with 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 AND DISCUSSIONS

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

The essence of operational strategy of innovative development to deal with management 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 innovative management to deal with development 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 management to deal with development 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 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 us put in other words - you have a backup strategy which is able to maximize long-term performance of the hotel and catering enterprise.

The choice of the alternatives of the strategy of innovative development management of the enterprises of hotel and catering business is shown in Figure 1.

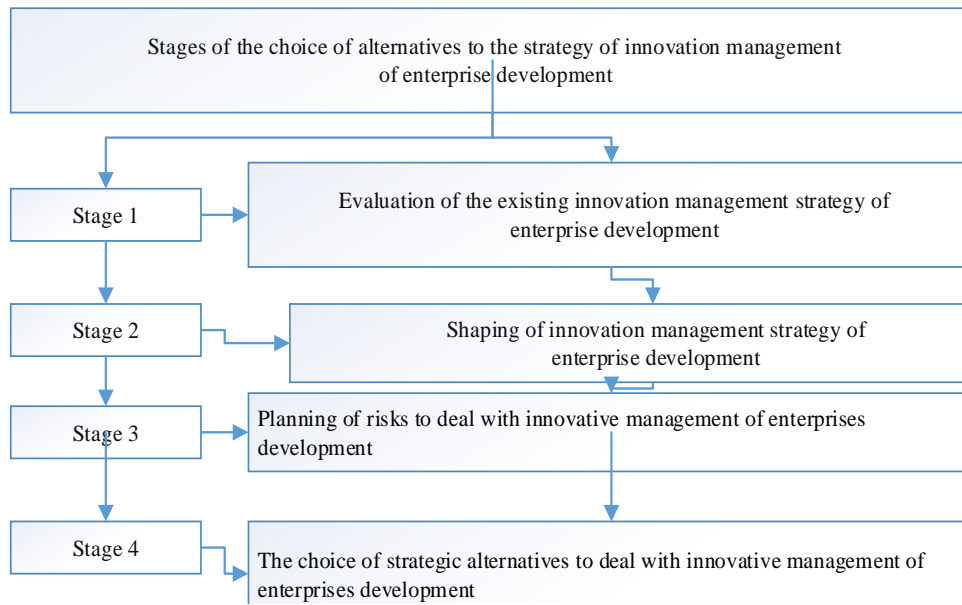


FIGURE 1
THE CHOICE STEPS OF THE ALTERNATIVES OF THE STRATEGY OF INNOVATIVE MANAGEMENT TO DEAL WITH DEVELOPMENT OF THE HOTEL AND CATERING BUSINESS ENTERPRISES (AUTHOR’S DEVELOPMENT)

TABLE 1
THE LIST OF ALTERNATIVES TO THE STRATEGY OF INNOVATIVE MANAGEMENT TO DEAL WITH THE DEVELOPMENT OF THE HOTEL AND CATERING BUSINESS (AUTHOR’S DEVELOPMENT)

Alternatives to the strategy	Constituent parts of alternatives to the strategy
Survival strategies	Change in product policy
	Change of marketing policy
	Austerity in respect to all kinds of resources
	Improvement of the innovative managerial system
Stabilization strategies	Saving resources
	Cost audit, consolidation, updates
	Renovating of income, reducing costs
	Stabilization: selectivity, balancing in the markets, financial savings
Growth strategies	Market intensification, market penetration, geographic
	Diversification: vertical, horizontal one
	Inter-organizational cooperation and cooperation to deal with foreign economic activity
Vertical integration strategies are strategies of independence and disintegration	It is more advantageous to get into contact with
	The proposed area of activity is not a key interest one
	Reducing the risk of changes in consumer trends
	Possibility to concentrate on priority areas of business
	Speed up actions taken to improve the structure of innovation management and the like

The list of alternatives to the strategy of innovative management to deal with the development of the hotel and catering business is given in Table 1.

Adequacy of the strategy lies in the fact, that maximum account of national and regional features and specific economic situations shall meet or match any parameters, to satisfy certain goals of the hotel and catering business.

Based on the results of the conducted study, the active - adaptive hierarchical system of strategies of innovation development to deal with management of enterprises was drafted.

Most economists came to the conclusion that the crisis recovery would be associated with the emergence of another wave of innovations in the management to deal with the development of enterprises able to provide long-term incentive to the next period of growth. That is, the innovative development of the hotel and catering business enterprises, usually long and involves a clear vision of the prospects of their development.

Shaping of this activity trends with the perspective to be taken into account is the process of development of the strategy of innovative management to deal with development of the hotel and catering business enterprises.

In its turn, the integrated nature of the strategy of innovative management to deal with development of the hotel and catering business enterprises requires not only coverage of all functional trends, but levels as well. Generally, the shaping of a strategy for innovative management to deal with the development of the hotel and catering business is a complex process that requires specific knowledge, skills and abilities from the management staff.

But it is worthy of note that the process of shaping the strategy of innovative management to deal with development of the hotel and catering business enterprises is an ongoing and continuous basis, as conditions are constantly changing, respectively, the strategic plan needs to be regularly adjusted.

The process of formation of strategy of innovative management to deal with development of the hotel and catering business enterprises shall involve all functional services, professionals and managers at all levels, as well as experts and scientists. Gathering and analyzing information to formulate a strategy for innovative management of hotel and catering business development involves the following tasks: monitoring the environment of the hotel and catering business; processing of received information; providing analytical and information material; creating a system of regular revision of the strategic plan for innovative management to deal with the development of the hotel and catering business and ensuring this process; creating a database. A database is a complex information characteristic 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 to deal with development of the hotel and catering business enterprises. Information is one of the most valuable resources of the enterprise. It is estimated by 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 services 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 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 management to deal with development of hotel and catering business enterprises is to create management guidelines for achieving functional goals.

RECOMMENDATIONS

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 management and the main goal of the strategic plan is producing effective innovative management solutions. However, this is only possible through the adaptive management to deal with development of enterprises. It is possible only based on 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.

CONCLUSIONS

In general, the strategy can be characterized as a concept of enterprise development, which includes a detailed comprehensive plan, which defines the promising trends of the enterprise development with a view to fulfill its mission, strengthen its position in the market and achieve sustainable competitive advantages.

Adaptive innovation management to deal with development is the type of management that is based on dialogical adaptation and cooperation of management subsystem and subsystem being managed, it causes openness of interaction and is implemented under conditions of uncertainty, which requires additional orientation. It is a process of mutual interference that engages in the dialogical behavior of the subjects of activity, which is ensured by the joint definition of a realistic goal with the subsequent combination of efforts and the self-directed action taken to achieve the goal.

Adaptive innovative management to deal with development of the hotel and catering business enterprises will implement internal resources to operate more efficiently, to penetrate into world markets and ensure the company's strong competitive position.

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 to deal with 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.

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