Summary

Subject matter of qualification paper (Master’s dissertation): Strategy and tactics of competition in the hotel industry: foreign and domestic experience

Author: Badasyan Zhanna Rudikovna

Scientific Supervisor: candidate of economic sciences, associate professor, Chair of Tourism and Hotel Service, A.V. Yefimov

Information about internship organization: Guest house "Ararat", Lermontov.

Topicality of the research: is determined by the growth and intensification of the competitive struggle of accommodation facilities within a certain categorization segment, and between segments. Constant changes taking place in the political, economic, demographic situation prompt the hotel enterprises to develop new methods of competition and to multiply competitive advantages for the further successful functioning.

Objective of qualification paper (Master’s dissertation): is to develop the product in a complex form of strategic and tactical measures, distinguished on the basis of analyzing progressive foreign and domestic experience of the hotel industry operations, which will allow modern means of accommodation to acquire the necessary competitive advantages for successful competition in the declared field.

To fulfill the objective of the final qualification paper, the following tasks were set:
- to explore the essential characteristics of competitiveness in the hotel industry as the main concept of the competition process;
- to identify and characterize the levels and structural elements of the competitiveness in the hospitality industry;
- to study approaches for identifying methods used by hotel enterprises in the competition;
- to distinguish the features of the current stage of competitive relations in the hotel industry in Russia;
- to analyze specific methods of competition used by hotel enterprises operating under the foreign hotel brands;
- to conduct a study of the competitive strength and competitive stability of the Russian accommodation facilities;
- to present a set of strategies that are capable of providing competitive advantages and can be applied by hotel enterprises in the competition process;
- to allocate the necessary areas of activity for competitive accommodation facilities while using electronic reservation systems;
- to present a model of a personnel management concept as a tactical element of competition in the hotel industry.

Scientific novelty of the research consists in adapting foreign experience of competition to develop effective strategic and tactical actions that can provide competitive advantages to modern accommodation facilities, and, consequently, stimulate further successful functioning.
Theoretical significance of the research lies in development of the conceptual framework for competition in the hotel sphere and implementation of an integrated approach to the study of methods, technologies and means of competition used by modern accommodation facilities.

Practical significance of the research is determined by the fact that the developed product in the form of strategic and tactical lines of activity for the modern accommodation facilities is brought to specific recommendations that can provide a long term competitive advantage for the accommodation facility, and, consequently, ensure success in the competition process.

Results of the research:
In its essential aspect, competition in the hotel industry is a combination of actions of a hotel company aimed at achieving a competitive advantage to gain a strong position in the hotel market and drive out a competitor from it.

The basis for the competitive struggle of accommodation facilities is their competitiveness, which is a complex phenomenon combining production, financial and commercial potential, which is sufficient to retain or expand the occupied share of the hotel market. Structurally, competitiveness of the hotel industry is represented by the following levels: the country's competitiveness in the hotel sector, the competitiveness of the tourist destination, the competitiveness of the hotel industry, the competitiveness of the hotel enterprise, the competitiveness of the hotel product.

The competition process in the hotel sphere is realized on the basis of various methods. According to the first approach, they should be divided into bona fide (officially approved or widespread methods of competition, which involve civilized relations and the exchange of information between competitors) and unfair (methods associated with violation of rules and norms of competition). According to the second approach, competitive struggle is carried out by implementing price methods (direct and hidden), as well as non-price methods.

Recommendations:
In the process of competition, it is recommended that accommodation facilities should use a complex of strategic and tactical elements.
- unconventional competition strategies should be applied, representing a combination of different elements and capable of distinguishing a hotel from the appropriate competitive categorization segment;
- in order to maintain a competitive advantage, a hotel company should combine offensive and defensive actions, strengthen its market position, and maintain the loyalty of potential customers;
- it is necessary to switch to the use of modern technological forms that simplify interaction with guests. You should employ software products integrated into devices such as i-Phone and i-Pad, which allow you to get information about services, room rates, customer reviews;
- implement the hotel enterprise staff management concept which assumes team building techniques that can provide an accommodation facility with the competitive advantage and is aimed at overcoming the problems connected with
the openness of the system and the joint work of the multinational staff of the hospitality industry.