

The Concept and Essence of Competitiveness of Hotel Complexes

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Abstract: The primary goal of hotel industry businesses is profit, which directly depends on the volume of services provided. Each hotel market entity strives to increase sales volumes and faces a hurdle—fierce competition, which, as we know, is the primary mechanism of the market. The foundation for an organization's effective development in a competitive market is the development of competitive advantages and the enhancement of its own competitiveness.

Keys words: competitiveness, service sector, assessment methods, digital transformation, customer experience, innovation, strategic management , population needs, organizational effectiveness.

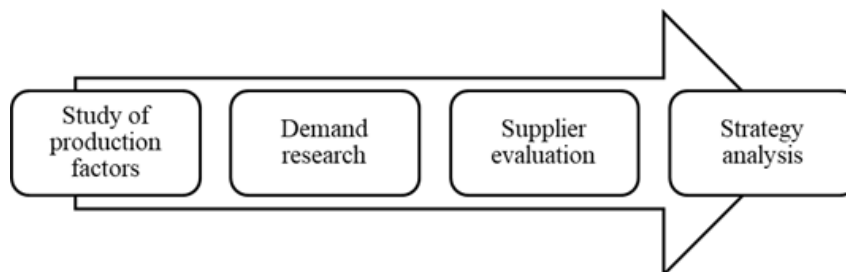
Competitiveness is a set of characteristics of economic entities with a high degree of satisfaction of the population's needs with their goods (works, services), operational efficiency, and the ability and dynamics of adaptation to market conditions [45, p . 35]. In other words, competitiveness represents:

- the ability to develop economically based on the development and implementation of competitiveness strategies;
- a set of characteristics and capabilities of an enterprise that ensure its victory in the competitive struggle with other agents;
- a set of properties of an entity that has a certain share of the corresponding dynamic market, which characterizes the degree to which the objects it produces correspond to the requirements of consumers in the conditions of competition in a free market;
- the ability of a firm or company to compete in the markets with producers and sellers of similar goods by providing higher quality, affordable prices, and creating convenience for buyers and consumers;
- the ability to compete on the market with other manufacturers and suppliers of similar products (competitors) both in terms of the degree to which their goods or services satisfy a specific social need and in terms of the efficiency of production activities;
- the possibility of effective economic activity and its practical profitable implementation in a competitive market.

In the context of the study of the definition of competitiveness, it is appropriate to note the work of T.M. Khrustkova, who notes that competitiveness shows the ability of an enterprise to produce relevant products, to compete on the market on an equal basis with similar companies and how effective its

business activities are. [47, p . 88]

To study competitiveness, it is first necessary to establish the criteria by which it will be assessed. Modern marketing and management experts identify stages in the study of competitiveness. [41, p . 39], let us turn to Figure 1.1.1.



Source: Sysoeva, E. Methods and approaches to assessing the competitiveness of an enterprise in foreign practice [Text] / E. Sysoeva // RISK: Resources, information, supply, competition. - 2021. - No. 2. - P. 258.

Fig. 1.1.1. Stages of competitiveness research

At the first stage, it is necessary to study the conditions of production factors and distribute all factors into the following components [41, p . 40]:

- a) human;
- b) physical resources;
- c) knowledge resources;
- d) capital resources;
- e) infrastructure.

The impact of each group is unique to each company and depends on its industry. For example, the availability of labor and natural resources will not be a decisive advantage in a knowledge-intensive industry. It is necessary to consider not only the composition of factors that a company possesses at a given moment, but also the speed of creating new ones and the efficiency of updating existing resources.

At the second stage, it is important to conduct a study of demand conditions. Here, it is necessary to pay attention to [41, p . 43]:

- ✓ structure;
- ✓ the amount of demand;
- ✓ the rate of growth of the volume of demand;
- ✓ customer requests;
- ✓ customer expectations.

The extent of a company's advantages depends on how clearly and promptly it understands emerging customer needs. In this case, the emphasis is on the nature of demand rather than its magnitude. If the market segment in which the company is studying operates is more clearly defined by city than by country, it is easier for the company to create competitive advantages by studying local demand. Moreover, the more demanding the customers, the greater the advantage for a company that maintains high standards and continually improves.

The third stage involves assessing the company's suppliers. Having local related and supporting companies will help the organization establish business relationships with them and, using these companies as examples, guide the development of innovations and ideas. The company will benefit from developing a base of new suppliers that do not serve external competitors. Internal rivalry in

related industries accelerates modernization.

At the fourth stage, it is important to gather information about the company's strategy and structure. The key factors for assessing a company's competitiveness here include [41, p . 48]:

- 1) the goals of the company;
- 2) company values;
- 3) commitment to the cause;
- 4) the level of employee motivation;
- 5) local competition.

It's desirable for an organization's model to be consistent with the region in which it's located. Local competition forces businesses to revise prices and improve service quality. Furthermore, it has a psychological, competitive element.

The ability to survive in a market segment means that the organization has real grounds for the successful implementation of its objectives: satisfying customer needs, realizing the creative and productive potential of its employees, and obtaining positive financial profits that satisfy the needs of the organization's owners.

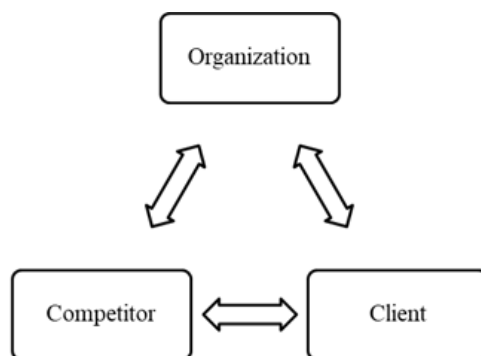
Therefore, when studying competitiveness, it is necessary to consider the interests of all participants in the organization's economic activity. Competitiveness should be considered from the perspective of the product (service) and the enterprise.

When considering competitiveness from the product perspective, it should be noted that in order to increase competitiveness, an organization must produce a product or provide services that will find its buyers:

- ✓ the client is interested in the product and is ready to pay money for it;
- ✓ the product or service is more interesting to the buyer than similar products from other suppliers.

If these two characteristics are present, it can be argued that the organization has a product with competitive advantages. A company can successfully exist and grow in the marketplace if its product has competitive advantages.

As I.A. Bosyrev notes , in order to assess the competitive position of a company, an analysis can be carried out from the perspective of the interaction of three subjects of the market environment: an organization offering a product or service; a buyer who can buy the product; a competitor who can supply similar products to the market [40 , pp . 204-210], let us consider Figure 1.1.2.



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Fig. 1.1.2 Subjects of assessment of the competitive position of the organization

To build competitiveness in a company it is necessary:

- 1) provide the client with a complete list of products to prevent the situation of the buyer leaving for a competitor;
- 2) the presence of one or two large clients;
- 3) the ability to control one or more promotional tools.

If we turn to economic theory, then two possibilities are used to create competitive advantages: the price characteristics of the product and differentiation.

A product's pricing characteristic exploits the consumer's desire to purchase the product simply because it is cheaper than similar products. Differentiation involves leveraging the product's distinctive features that make it attractive to buyers. To enhance competitiveness, an organization may attempt to create a market advantage for its product. This is done by securing a customer or monopolizing a portion of the market.

This practice is contrary to market relations, but in the real world, some companies manage not only to create competitive advantages for their products, but also to maintain them for quite a long time.

In addition, as A.S. Andyukaev notes in his research, in order to increase the attractiveness of a product for consumers, one can use: the availability and possibility of posting information on all types of communication channels (from the Internet to television), as well as detailed development of discount systems and recognition of the organization's name [40, p. 43].

When considering competitiveness from the perspective of an enterprise, it should be noted that the assessment of the competitiveness of an enterprise, as noted by O.R. Tissen, is a determination of the effectiveness of management, the use of production, labor and economic resources and a comparison of the results obtained with similar indicators of competitors [39, p. 102].

Competitiveness is most often calculated when developing business plans for lending and attracting investment. Competitiveness is determined based on many factors, but the most objective results are provided by mathematical assessment methods, that is, calculating coefficients and comparing them with industry averages. A company's competitiveness is an indicator of its efficient use of economic resources compared to its competitors. Its assessment is essential both for the organization itself, when developing measures to increase market share and enter new markets, and for other stakeholders: investors, when assessing profitable capital investments; potential partners, when deciding on cooperation; and banks, when considering lending.

One type of service enterprise in Bukhara is the hotel and restaurant complex. A hotel and restaurant complex is a collection of primary and secondary buildings and structures designed to provide guests with a full range of services. Analyzing the operations of hotel complexes, we note that the competitiveness of such enterprises is influenced by many factors, including:

- 1) location;
- 2) number of rooms;
- 3) stardom;
- 4) infrastructure;
- 5) material and technical condition;
- 6) room rate;
- 7) presence of attractions;
- 8) the quality of food and the cuisine itself.

All of the above factors are essential today. Furthermore, to remain competitive, an establishment must

constantly seek new approaches to improving quality.

Thus, it can be said that competition is the impetus for new ideas and influences the actions of hotel service providers. According to industry experts in the hotel and restaurant business, today, to effectively operate in a highly competitive environment, it is essential to follow the principle "what was yesterday is no good today" [36, p . 121].

The implementation of innovative solutions is essential for the competitiveness of hotel complexes. New management methods, modern technologies, qualified specialists, and a high level of service can consistently generate profits. The following guidelines can be used for management decision-making:

- a) realization of the employee's creative potential in the implementation of the product;
- b) decent wages;
- c) comfortable and equipped production areas.

A competitive enterprise must have interesting orders, pay competitive wages (otherwise there will be no employees) and provide workers with comfortable working conditions.

In the hotel and restaurant business, high-quality service delivery is essential, directly dependent on the performance of each employee. The success of a hotel or restaurant depends directly on the cohesion of the team or group. If the team shares a common focus on results, adheres to a unified company policy, and is able to effectively divide labor and work together, the organization has a chance to successfully compete.

Modern technology is a huge asset for any restaurant or hotel, helping to create exceptional guest service without much effort. At the same time, the degree of automation of the front desk is crucial: the presence of an automated control system with a cash register, a kiosk, a key encoding program, and so on. Prompt service should be one of the fundamental principles.

An effective way for guest complexes to reward their regular guests is through loyalty programs. The effectiveness of such systems has long been recognized, and it's no secret that various types of incentives and bonus programs help establish a strong bond between guests and establishments.

The goal of many hotel complexes to build competitiveness is to consider every detail of a guest's stay to meet and exceed their expectations in the future. This approach helps transform casual guests into loyal customers, generating additional revenue .

It's also important to organize a well-organized advertising campaign to let potential customers know about the many advantages of your hotel or restaurant. Advertising on your own website or on hotel-related information portals will be quite effective.

Thus, the competitiveness of a hotel and restaurant complex represents certain advantages a company possesses relative to its competitors, which it develops and utilizes. All modern hotel complexes and restaurants traditionally operate in a competitive environment, across all segments. Furthermore, the tourism and hotel industries are highly susceptible to political and economic events, which sometimes lead to a decline in customer traffic, meaning that under these conditions, competition intensifies even more.

Developing competitive advantages is the basis for the survival of modern hospitality industry enterprises, which determines the importance of assessing their competitiveness.

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