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SECTION 4. ECONOMICS OF INDUSTRIES

4.1 Theoretical foundations of forming the competitiveness of restaurant business establishments

The restaurant business is one of the most significant components of the service sector. All over the world, it is one of the most profitable types of small businesses, so these institutions always compete for an optimal position in the market and its most promising segments, as well as for finding new and retaining regular consumers of these services.

Today, restaurants, more than ever before, offer a wide range of services to consumers of products and services of restaurant establishments. This business became one of the first sectors of the Ukrainian economy to switch to market relations. But the functioning of this sphere at the macro level is impossible without its functioning at the local level, since all restaurant establishments are located and operate in certain localities.

Fundamental and applied aspects of the development of restaurant establishments were considered in the works of domestic and foreign authors: A. Avetisova, V. Antonova, V. Arkhipov, V. Varfolomeeva, K. Egerton-Thomas, V. Naidyuk, L. Nechayuk, V. Pivovarov, G. Pyatnitskaya, O. Svatyuk, N. Telesh, T. Stahl and others.

The restaurant industry is one of the most profitable sectors of the world economy of the XXI century and is becoming a leading direction of economic and social development. Today, it is the service sector that shapes the economy of many countries and becomes an important factor in the stable development of the global hospitality industry.

The main purpose of the restaurant industry is to provide the population with culinary products, organize a high level of service in accordance with their needs, as well as organize leisure activities.

Understanding the concept of competitiveness requires taking into account all the main elements of the competition mechanism. Since competitiveness is formed at

different levels: services, restaurant establishments, market, region, country, it is necessary to distinguish it and divide it into different types [97].

To understand the essence of the competitiveness of restaurant enterprises, it is necessary to take into account the features of the enterprise as a system, characterized by the presence of input and output of the system, communication with the external environment, feedback, and internal structure. The complexity of the process is also determined by the influence of many factors of ensuring competitiveness [98].

The complexity of the process is also determined by the influence of many factors of ensuring competitiveness. In the field of restaurant management, they are characterized by an internal atmosphere (not noticeable to the consumer), material and non-material quality of service, the creation of comfortable psychological conditions for visitors, as well as the time spent on their service [99].

The concept of enterprise competitiveness is widely used and at the same time ambiguous. The theoretical justification of the concept of "competitiveness" is determined by scientists in different ways, without providing a single definition, putting different content into this concept.

The competitiveness of restaurant establishments is an opportunity to use their strengths and concentrate their efforts in the production of relevant services, where they can take an offensive position in the domestic and foreign markets.

Analyzing the definition of the essence of "competitiveness of restaurant establishments", we can distinguish the following three features of this concept (fig. 1) [100].

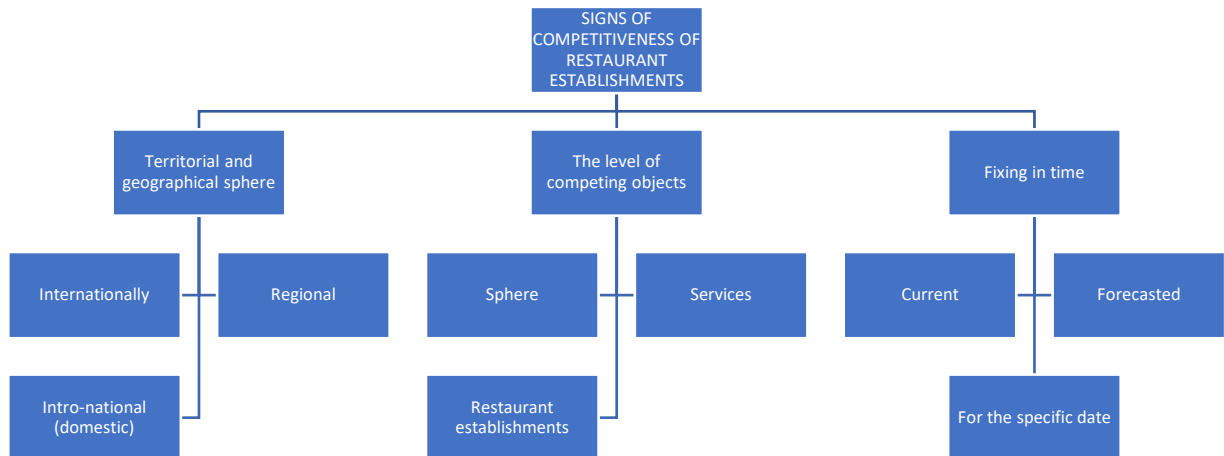


Figure 1. Classification of signs of competitiveness of restaurant establishments

So, competitiveness is a market category that has a dynamic and changeable character. Thus, with the same quality characteristics of services provided by restaurant establishments, its competitiveness can vary widely depending on market conditions, competitors actions, price changes, advertising events, and so on.

The competitiveness of restaurant establishments should be ensured by such indicators as high production efficiency, which is realized thanks to modern equipment, technologies, qualified employees and the ability to win and maintain a stable position in the market for a long time, which is ensured by the effective use of marketing management principles [101].

The main conditions for ensuring the competitiveness of restaurant establishments are:

- application of scientific approaches to Strategic Management in restaurant establishments;
- to ensure the adjacency of Technology, economics and management development;
- application of modern research and development methods in the field of restaurant business;

- analysis of the interrelationships of management functions of any process at all stages of the life cycle of restaurant establishments;
- the formation of a system of measures to ensure the competitiveness of various institutions in the service sector [102].

So, the following conclusions can be drawn from the above:

- the competitiveness of restaurant establishments is a relative concept and, accordingly, can have different levels in relation to different competitors;
- the higher the competitiveness of restaurant establishments, the better their results in international markets;
- the competitiveness of restaurant establishments is the result of effective economic activity of these establishments in a competitive market;
- the competitiveness of restaurant establishments is considered as a complex comparative characteristic of the institution, reflecting the totality of advantages over competitors, the harmony of development of these establishments;
- an integral component of the competitiveness of restaurant establishments in the service sector market is the marketing component, namely: customer satisfaction, a positive image of the institution, the presence of a strong brand, etc.;
- the competitiveness of restaurant establishments is based on the competitiveness of the services they provide, but these categories, although interrelated, are not identical.

Therefore, competitiveness is a property of an object that characterizes the degree of actual or potential satisfaction of a specific or emerging need in comparison with similar objects in a given market. Competitiveness is one of the main factors in the ability to compete to meet the needs compared to similar facilities. The object shows its competitiveness in a specific market or a specific group of consumers, which is part of a strategic market segment. In the absence of a market where the object can be competitive, it means that this object has no analogues and is in this particular period of time the world's best object (sample). Based on the analysis of existing definitions and approaches to the concept of "competitiveness of restaurant establishments", we grouped these approaches (fig. 2).

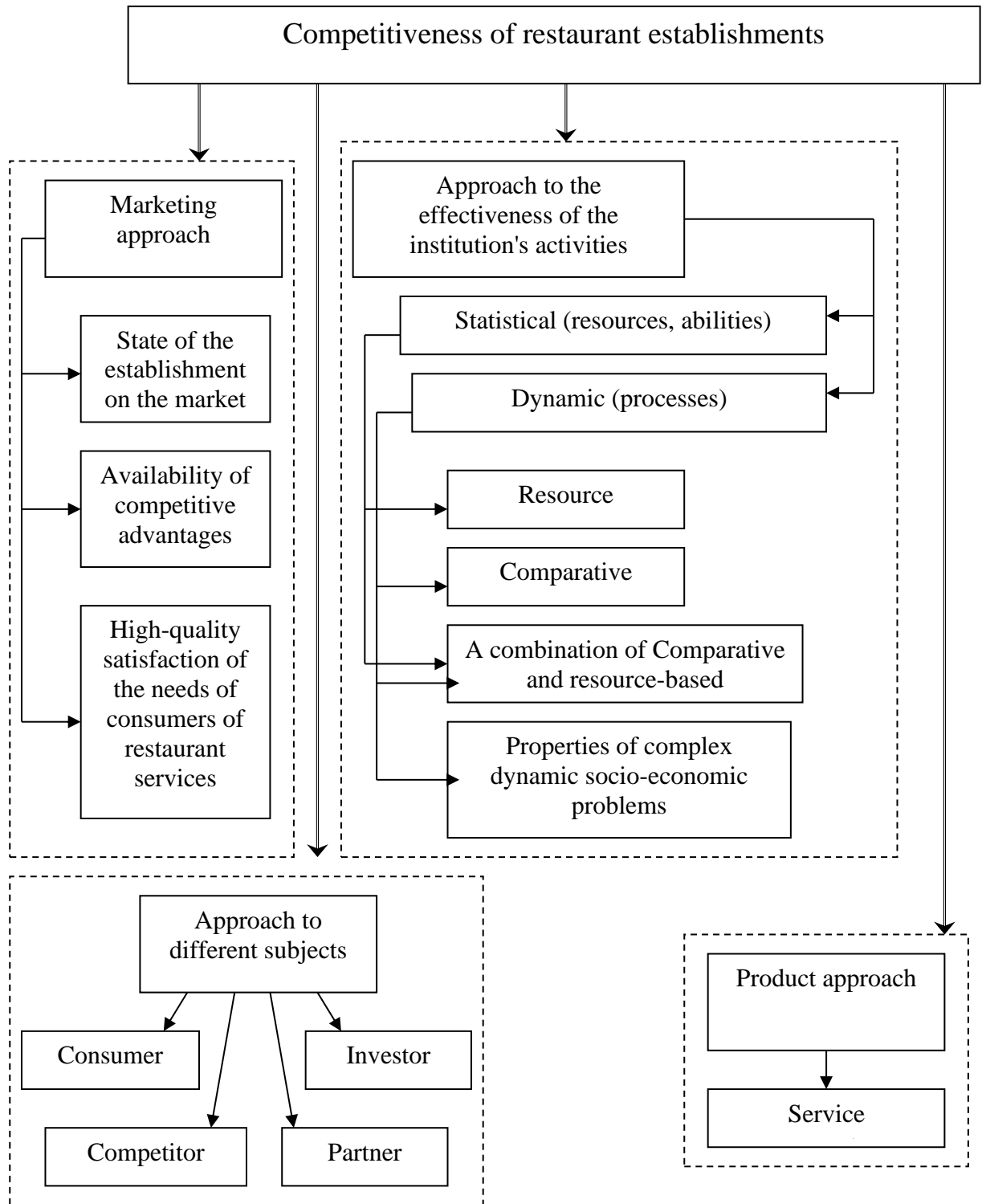


Figure 2. Grouping of approaches to defining the term " competitiveness of restaurant establishments"

The grouping of these approaches, in our opinion, is based on four main ones: the marketing approach, the product position, the efficiency and effectiveness of restaurant establishments, and the definition of various subjects. All other approaches are based on these groups. When considering the economic category "competitiveness of

restaurant establishments", it is necessary to take into account approaches to the general definition and features of these restaurant establishments.

Restaurant establishments are characterized by the presence of certain characteristics that differ from establishments in other industries. At the same time, the definition of the concept of "competitiveness of restaurant establishments" should be based on the characteristics of the object of competition.

Analyzing the definition of restaurant establishments, it is determined that in accordance with the activities carried out, these establishments are industrial, commercial and providing services. Therefore, to define the essence of the concept of "competitiveness of restaurant establishments", it is necessary to take into account the definition of the concepts "competitiveness of trade, production and service enterprises".

In accordance with the types of enterprises that are included in restaurant establishments, we suggest dividing them according to their functional purpose into the following groups (fig. 3).

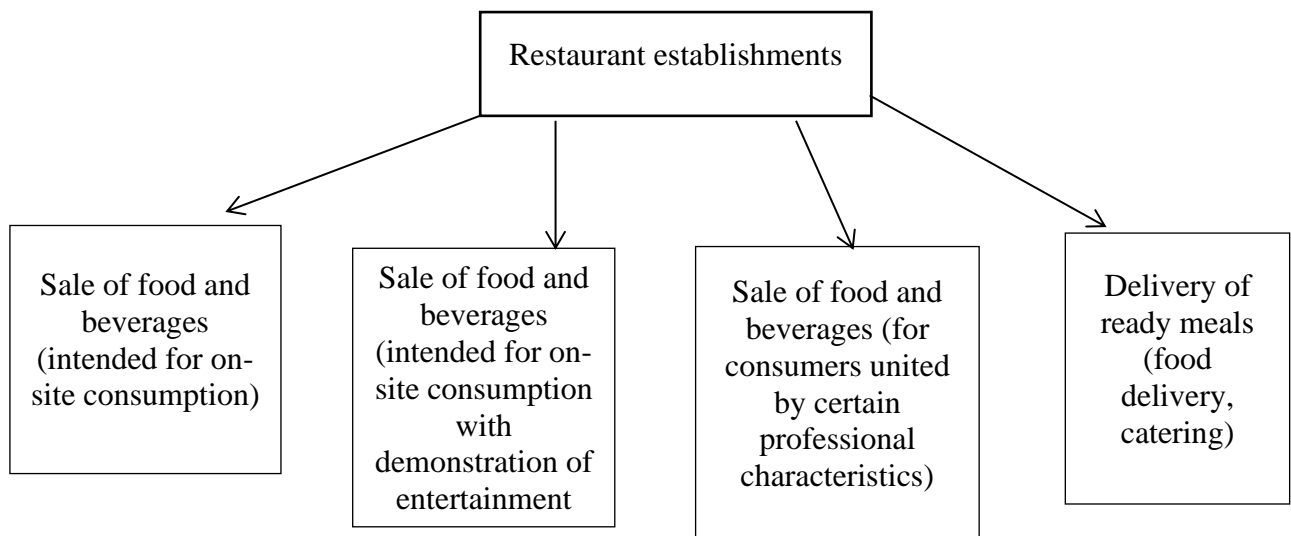


Figure 3. Characteristics of restaurant establishments by functional purpose

So, according to Fig. 3, each type of restaurant industry will have its own segment in the market. Based on previous research, each market segment will be characterized by a certain competitiveness. Therefore, the difference between these types of enterprises lies in the different demand for the services that they will provide.

In our opinion, the competitiveness of restaurant establishments is a characteristic of an enterprise that reflects the specifics of its activities in a certain segment of the food market in a certain period, relative to existing competing enterprises, and depends on the influence of factors of the external and internal environment, as well as affects the satisfaction of the needs of consumers of services.

The competitiveness indicator is a kind of element that reflects the results of the work of all its services and divisions, which characterize the state of stability of the internal environment to the external one.

The course of economic processes over a certain period of time is dynamic. This encourages enterprises to adapt to the rapidly changing conditions of the external and internal environment in conditions of intense competition. In this situation, the company that adapts faster than others to the realities of time and adapts to new operating conditions wins.

Adaptation of restaurant establishments to market conditions often depends on the effectiveness of the current management system, the ability of the management team to create and implement a system of short-and long-term goals.

According to the analysis of the activities of domestic restaurant establishments, most of them were unable to study the market or produce certain services that would meet the needs of this market, and therefore were not ready for the realities of intense competition. Thus, according to statistical studies, 34.8% of Ukrainian restaurant establishments, unable to withstand the competition, became unprofitable [98].

The most significant reasons for the unstable position of restaurant establishments in the market are:

- 1) lack of assessment of the purpose and intentions of competing institutions;
- 2) insignificant response to the requests of consumers of restaurant services;
- 3) inaccuracies in identifying priority areas of development;
- 4) fierce competition in the industry;
- 5) uniformity in the implementation of the company's product strategy;
- 6) lack of opportunities for conducting price competition;
- 7) financial instability of the institution;

- 8) inefficient long-term planning system;
- 9) application of outdated methods of managing a restaurant establishment;
- 10) use of outdated equipment and equipment;
- 11) inefficient methods of organizing the promotion and implementation of services.

Thus, the ability of a restaurant establishment to compete in the domestic and global markets was embodied in the category of "competitiveness".

The analysis of the economic literature indicates a sufficient variety of interpretations of the term "competitiveness".

The formation of the theory of competitive advantages is inextricably linked with the steady transformation of the market economy. In the field of international competition, the formation of competitive advantages was first explained by the achievement of relatively lower costs in the production of goods (services) (D. Ricardo), later – the effective use of excess factors of production (E. Heckscher, B. Olin), and then – the corresponding conditions that are created in the country where the production of products (services) is based, the so-called determinants of the "National Diamond" (M. Porter) [101].

For quite a long time, the theory related to the use of resources has been dominant in the field of strategy, but over the past three decades, several new ones have emerged that explain the features of the competitive advantages of restaurant establishments with such opportunities:

- ability to balance the efficient use of resources and increase consumer values (attractiveness) of restaurant services for the consumer;
- effectiveness in global markets;
- high adaptability in hyper-competitive conditions;
- ability to perceive and use new knowledge;
- ability to carry out environmentally safe activities (production of own eco-products).

In the modern period, the approach proposed by M. Porter is methodically developed for quantitative assessment. Studying its features, it is necessary to pay

attention to three main problems that will arise before the analyst, due to the fact that their solution is provided more in the theoretical aspect than in the applied one [101]:

- 1) selection of an indicator for assessing the level of resource efficiency;
- 2) selection of basic objects for comparison;
- 3) availability of reliable and comprehensive information on the state of competition in a higher-order economic organization.

The competitiveness of a restaurant establishment is ensured by the achievement and development of competitive advantages that arise in the economic, technical, and organizational spheres of the enterprise's activity.

Competitive advantages – the results of legal actions to win consumer preferences that ensure the company's superiority over competitors and which can be measured by economic indicators.

The competitive advantage that various competitors (competitors) have in specific markets is a significant factor in the competitive situation in the service market. Competitive advantage is characterized by a list of characteristics, properties of services or brands, which forms a certain advantage for a restaurant establishment over its direct competitors [99].

Competitive advantages are a pronounced manifestation of leadership over competitors in the economic, organizational, and technical spheres of the institution's activity. It is worth noting that competitive advantage is not synonymous with the potential of the institution. Unlike opportunities, this is a real fact that occurs due to obvious advantages on the part of service consumers.

Competitive advantage is comparative, i.e. relative, not absolute, since it can only be estimated by comparing certain characteristics that affect the economic efficiency of selling services. The second characteristic feature of a competitive advantage is its ability to be ambiguously influenced by a large number of different factors. In order for a restaurant establishment to achieve competitive advantages, comprehensive efforts are needed. Sometimes they are not enough due to the influence of external, uncontrolled factors. After all, the same factors can both strengthen and weaken a competitive advantage.

Competitive advantages are characterized by different levels of hierarchy, they can belong to a service in the service sector, institution, industry, economy as a whole, be based on price and non-price factors, be long-term and short-term, stable and unstable, unique and imitated, and so on.

So, the conducted research gives grounds to assert that the term "competitiveness of restaurant establishments" is based on the main approaches to the general definition of enterprise competitiveness, and approaches to determining the specific properties of restaurant enterprises.