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STRATEGIES OF INNOVATIVE DEVELOPMENT OF HOSPITALITY ENTERPRISES IN THE FIELD OF TOURISM

Today, to ensure the efficient and uninterrupted functioning of enterprises, the intensification of innovation processes is becoming very important. Focusing on innovative development, they set new challenges for themselves, the importance of which is connected to increasing competitiveness; ensuring compliance of product value for consumer needs; social responsibility of enterprises, which includes: responsibility to society, to every citizen, to the state, to the team and the consumer sector of the economy. Therefore, all social and economic systems are ought to strive to form an innovative model of development that contributes to the direct growth of scientific and technical knowledge and their application to improve the efficiency of activity of the enterprise [1].

In modern conditions, tourist market plays an important role in social and economic situation in most of states and regions.

The high growth rate of the tourism market forces enterprises to strengthen their competitive position through integrated strategic planning and implementation of innovation, taking into account the changes taking place in the market of tourism services. The effective functioning of tourism enterprises in conditions of an unstable environment depends on their willingness and ability to use innovations in their activities.

Innovative development is a way that is based on deepening the combination of goals of the enterprise, its subsystems, the goals of each and every person working in the team, improving its activities, improving

business processes to achieve common strategic goals [2]. Currently, classification of strategies proposed by M. Porter is the most commonly used. According to it, there are two main groups of innovation strategies: offensive (actively and moderately offensive) and defensive.

Actively offensive strategy (leadership strategy) – means setting the goal of becoming the first, leading enterprise in the field of activity and sales.

A moderate offensive strategy focuses on rapid expansion of the niche market. The meaning of this strategy is that the hospitality enterprise focuses on innovations (products) that have already gained market recognition..

Defensive strategy focuses on maintaining a stable position of the organization in the market [3].

That is why a moderate offensive strategy, which focuses its activities on consumer demands, and allows for a more flexible response and execute timely changes is especially important.

However, the key to successful innovative development of the hospitality enterprise is the condition of creating a favorable environment for the implementation of this innovation strategy. To do this, the innovative development of hospitality enterprises in the field of tourism, first of all, should be aimed at:

- search for new ways to attract customers and identify travel services that affect the length of stay of tourists;
- implementation of measures aimed at the balanced use of available resources and tourist infrastructure facilities;
- attracting tourists who have relatively high financial opportunities;
- search for new markets;
- introduction of a coordinated system for personnel retraining, and improving the economic qualifications of specialists;
- creating a positive reputation for tourism enterprises.

Implementation of the innovation strategy is possible in the presence of the following components:

- financial resources – the readiness of hospitality enterprises and tourist organizations to innovate depends on their number;
- human resources – a well-coordinated system of action in the process of innovation depends on the qualifications of employees;
- information resources – ensure the effective use of information;

– technological resources – improve the technical and technological potential of enterprises.

Therefore, the choice of strategy and direction of innovative development of hospitality enterprises in the field of tourism largely depends on their potential and opportunities for leading innovational activity. Properly selected innovation strategy and its successful implementation provides enterprises with many advantages and unique opportunities in carrying out activities.

Thus, in modern conditions, innovation strategies are an integral part of enterprise development. Properly formed system of innovation strategies contributes to the competitiveness of enterprises in the short, medium and especially in the long run.

Key words: tourism, hospitality, enterprises, innovation, strategies.

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