

Особливості формування та реалізації конкурентних переваг закладів ресторанного господарства в сучасних ринкових умовах

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Анотація. Актуальність дослідження питання формування конкурентних переваг пов'язана з необхідністю забезпечення конкурентоспроможності закладів ресторанного господарства, з огляду на сучасні ринкові умови. Мета статті полягає у дослідженні шляхів формування стратегії забезпечення та реалізації конкурентних переваг закладів ресторанного господарства. Теоретико-методологічною основою наукового дослідження стали: загальнонаукові методи (методи наукового узагальнення та порівняння), специфічні методи (методи аналізу та синтезу). У статті визначено, що для оцінки конкурентоспроможності використовуються непрямі критерії, які можна поділити на дві основні групи: споживчі та економічні критерії. Проаналізовано, що для різних категорій споживачів і груп товарів конкурентоспроможність забезпечується різними видами цін: закупівельними, реалізаційними і споживчими. Визначено джерела формування конкурентних переваг. Наведено конкурентні переваги закладів ресторанного господарства, що мають різні форми прояву. Проведено діагностику конкурентного середовища, яка вимагає не тільки аналізу стану різних методів конкуренції, але і дослідження іміджу товару, а також іміджу підприємства. Було розглянуто основні чинники конкурентної переваги закладів ресторанного господарства. Проаналізовано чинники конкурентної переваги організації, які поділяються на зовнішні і внутрішні. Визначено, що чинники формування споживчих переваг поділяються на чотири групи: психологічні, інформаційні, збутові та економічні. Встановлено, що для кожної групи властиві певні заходи, послідовне виконання яких, у підсумку, призводить або до формування, або до підтримки споживчих переваг

Ключові слова: конкурентоспроможність, споживчі переваги, психологічні чинники, збутові чинники, економічні чинники, інформаційні чинники

Стаття надійшла: 25.12.2020, Доопрацьовано: 22.01.2021, Схвалено до друку: 12.03.2021

Features of Development and Implementation of Competitive Advantages of the Dining Outlets in Modern Market Conditions

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Abstract. The relevance of the study of the development of the competitive advantages is related to the need to ensure the competitiveness of dining outlets, taking into account modern market conditions. The purpose of the paper is to study the ways of forming a strategy for ensuring and implementing competitive advantages of dining outlets. The theoretical and methodological basis of scientific research is general scientific methods (methods of scientific generalisation and comparison), specific methods (methods of analysis and synthesis). The paper establishes that indirect criteria are used to assess competitiveness, which can be divided into two main groups: consumer and economic criteria. It has been analysed that for different categories of consumers and groups of goods, competitiveness is ensured by different types of prices: purchasing, sales, and consumer. The sources of development of competitive advantages were determined. Competitive advantages of dining outlets that have various forms of manifestation are presented. Diagnostics of the competitive environment was carried out, which requires not only an analysis of the state of various competition methods, but also a study of the product image, as well as the image of the enterprise. The main factors of competitive advantage of dining outlets were considered. The factors of competitive advantage of the organisation, which are divided into external and internal, were analysed. It was determined that the factors of development of consumer preferences are divided into four groups: psychological, informational, sales, and economic. It was established that each group is characterised by certain measures, the consistent implementation of which, as a result, leads either to the development or maintenance of consumer preferences

Keywords: competitiveness, consumer preferences, psychological factors, sales factors, economic factors, information factors

Received: 25.12.2020, Revised: 22.01.2021, Accepted: 12.03.2021

Suggested Citation: Postova, V.V. (2021). Features of development and implementation of competitive advantages of the dining outlets in modern market conditions. *Scientific Bulletin of Mukachevo State University. Series "Economics"*, 8(1), 58-67.

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Introduction

Changing the forms of competition manifestation requires additional consideration of the theoretical foundations of building and forming competitive advantages, which are the main methods of winning the competition. The importance of competitive advantages that allow a firm to survive in competition has increased dramatically recently. This is due to the fact that new competitors are constantly appearing on the market. Any dining outlet in the context of fierce competition and a rapidly changing situation on the market of goods and services should not only focus on the internal state of affairs, but also develop a long-term strategy that would allow it to keep up with the changes taking place in the external environment.

The market for providing hospitality services is crowded with many dining outlets that have different pricing policies and individual cuisine areas. All this allows the consumer to choose what will meet their needs. This market is not yet fully formed. This is since every year new food outlets are opened, which have more interesting offers than competitors. That is why it is necessary for any dining outlet to have such competitive advantages that will allow it to differ from other outlets, which, in turn, will form the opportunity to take a leading place in the market of catering services. In a market economy, not only stable, uninterrupted performance and fulfilment of planned tasks are important for an enterprise, but also opportunities for development and improvement, characteristics of management flexibility and adaptability of all aspects of activity to changing consumer requirements, as well as a social activity – as a special challenge of our time.

Therefore, the relevance of the problem of forming competitive advantages and the analysis of the theoretical basis for studying the competitiveness of dining outlet determined the choice of the research topic. The scientific originality consists in the systematisation of theoretical knowledge about the competitiveness of the restaurant business and the development of competitive advantages. Based on this, practical lines for improving the development and strengthening of competitive advantages in dining outlets are designed.

The theoretical and methodological basis of the research was the works of V.V. Antoshchenkova [1], V.V. Dzhezdzhula, I.Yu. Epifanova, V. Humenyuk [2], L.V. Ivanchenkova, K.V. Stasyukova [3], K.V. Kalenik [4], T. Kostyshyna, N. Kirnis [5], and many other authors.

In particular, V.V. Antoshchenkova analysed and evaluated the global competitiveness index as the basis for the efficiency of the national economy [1]. V.V. Dzhezdzhula, I.Yu. Epifanova and V. Humenyuk systematised the main theoretical aspects of competition and competitiveness. Analysed the genesis of economic

theories of competition. Studied modern definitions of enterprise competitiveness [2]. L.V. Ivanchenkova and K.V. Stasyukov proposed an approach based on the concept of forming a mechanism for increasing the level of competitiveness of enterprises, and also studied the functions that competition will perform at the enterprise and justified their relationship [3]. K.V. Kalenik presented an integrated structural model of the competitive potential of a restaurant enterprise, proposed a system of partial indicators for assessing local potentials, taking into account the industry specifics of restaurant enterprises, and developed a structural and logical scheme, substantiating a methodological approach to assessing the level of implementation of the competitive potential of restaurant enterprises [4]. T. Kostyshyna and N. Kirnis formed their own vision of the term “competitiveness of the restaurant industry enterprise”, analysed the specific properties of service sector enterprises [5].

Although many scientific studies have been conducted on the problems of forming the competitiveness of the enterprise, the issues of a more detailed analysis of the competitive advantages of dining outlets remain relevant. This is due to the variability of business conditions, as well as the development of new areas of economic activity, so it requires constant scientifically based adaptation of existing mechanisms to the newly formed features of the restaurant business market. That is why there is a need for objective improvement of the mechanism for increasing the competitiveness of dining outlets, and insufficient research of scientific, theoretical, and practical issues in today's conditions has led to the choice of the research topic.

The purpose of the work is a study of means to form a strategy for ensuring competitive advantages of dining outlets. The research hypothesis is that in modern market conditions, competitive advantage is both the basis on which a successful business is built, and the main criterion for selecting projects by successful investors. The purpose of the work led to the formulation and solution of the following *tasks*: to study the theoretical aspects of the development of competitive advantages in dining outlets; to develop recommendations for strengthening the competitive advantages of food outlets.

Materials and Methods

The theoretical and methodological basis of the research on modern problems of forming competitiveness and competitive advantages of restaurant enterprises was made up of scientific works of Ukrainian and foreign authors. In the course of the research, materials of scientific and practical conferences, as well as materials of special, general economic scientific literature and periodicals were used. The information base included statistical data,

marketing research results, scientific sources, information from periodicals, reference and information publications, and the results of surveys of restaurant business managers.

To achieve this purpose and solve the corresponding tasks the following arsenal of general scientific and special methods was used:

- *analysis and synthesis, comparison, induction and deduction* – to study the conceptual framework of competitive advantages, determine the criteria for the competitiveness of products and services, form factors of competitiveness of restaurant business enterprises, determine the forms of manifestation of competitive advantages;

- *resource approach* – to substantiate the relationship between the potential and resources of dining outlets, to determine the sources of development of competitive advantages;

- *comparative analysis* – to study the features of key opportunities and competitive advantages of modern enterprises, analyse the competitive environment of the restaurant business;

- *formal-logical* – to form the structure of the configuration of the potential of enterprises, the specifics of the restaurant business in competitive economic conditions;

- *hierarchy analysis method* – for assessing and diagnosing the level of development of key opportunities of enterprises, taking into account the development of competitive advantages of enterprises;

- *a system approach* – during the development of appropriate conceptual approaches to the design of competitive advantages;

- *modelling* – for the development and adaptation of factors of designing and development of competitive advantages of the enterprise;

- *graphical method* – for visual display of individual research results.

Results and Discussion

The competitiveness of dining outlets, as a generalised economic category, characterises the general economic situation that has developed, including the following aspects: design, production, distribution, and consumer. The phenomenon of competitiveness is inherent in all elements of the economic system and is a multi-faceted economic category. The levels of analysis and research of competitiveness include: competitiveness of goods or services, enterprises or the industry as a whole [1].

The competitiveness of products or services provided by dining outlets refers to a set of the following characteristics: consumer, price, and quality. These characteristics determine the success of the enterprise in the national and foreign markets. That is why indirect criteria are used to assess the competitiveness of dining outlets, which can be divided into two main groups: consumer and economic preferences (Fig. 1).

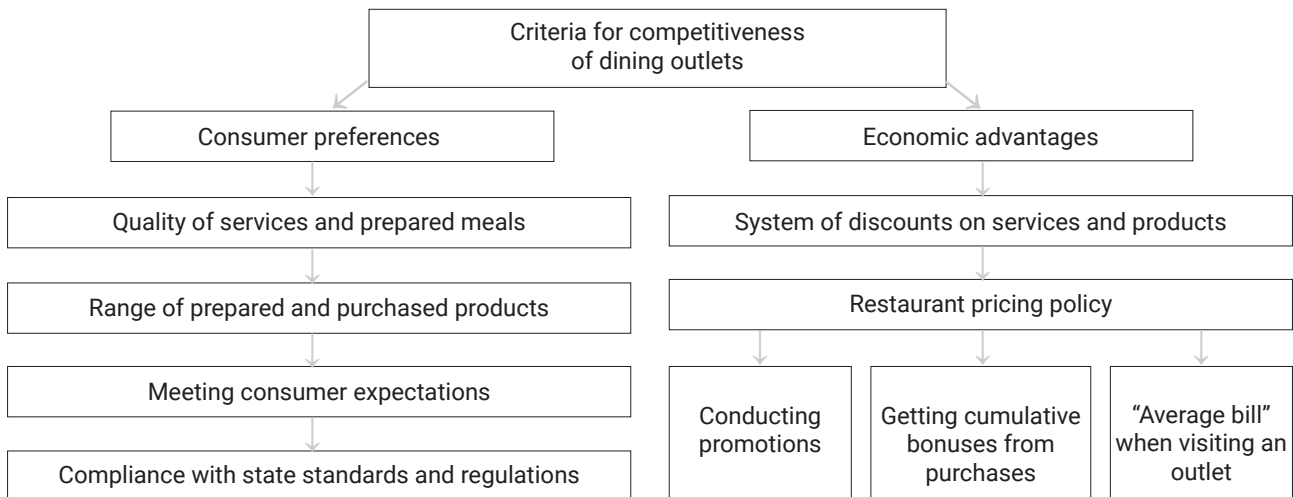


Figure 1. Classification of criteria for competitiveness of products and services of dining outlets

Source: developed by the authors based on the research of V.V. Atoshchenkova [1]

The use of various types of discounts will attract an additional segment of consumers to the restaurant business, which will also consolidate and increase the competitive advantages of the enterprise. Therefore, the use of a flexible system of discounts will ensure the competitiveness of products and services, as well as increase their sales. It is worth noting that consumers associate the price with the main characteristics of products or

services and with their quality. The price of consumption is determined by the sales price and operating costs: transportation, storage, energy consumption, as well as paying taxes and fees, insurance [6]. The competitiveness of dining outlets that have a full production cycle can be defined as a relative characteristic that will show the difference in the development and preparation of dishes of one outlet from a competitor outlet [2]. Thus, competition

in the restaurant services market can be interpreted as the process of managing a restaurant business enterprise with its existing competitive advantages or existing material and technical means to achieve their purposes and objectives [7]. No enterprise will achieve competitive advantages in all the qualitative and quantitative characteristics of services, as well as the means by which these services are promoted among consumers without a clearly defined strategy. Therefore, it is necessary to choose competitive strategies that can most closely correspond to the trends in the development of the restaurant business. In accordance with this, dining outlets should conduct research by using the SWOT analysis method, which can be used to identify the strengths of the restaurant business, as well as opportunities and advantages among competitors, taking into account their weaknesses.

Competitive advantages are closely related to competition in the service market since they arise precisely where such competition develops and where there are many food and beverage outlets that are similar in their field. The more dining outlets there are on the Ukrainian market, the more considerable competitive advantages are for commercial success since competition in the market is constantly growing [7]. Competitive advantages are formed due to the predominance of the strengths of products over their disadvantages (weaknesses). There are a large number of sources of competitive advantage development:

- offering and providing the highest quality services to consumers;
- minimisation of costs compared to a competitor (for developing services and preparing dishes from the restaurant's menu);
- convenient location of the dining outlet (in the city centre, in crowded places, with convenient access by public transport);
- cooking dishes from the menu better than competing outlets;
- providing more reliable and secure services (given the situation with the COVID-19 pandemic);
- providing consumers with more services and dishes from the menu for the same price [3].

All of the above means an attempt by a dining outlet to provide consumers with the products and services that they consider most satisfying their needs. If an enterprise has competitive advantages, then this is a good reason for the success of a food outlet [4].

The general principles that form the competitive advantages of dining outlets are:

- 1) directing the actions and motivation of employees of dining outlets to continue the business they have started;
- 2) bringing the food outlet closer to each consumer;

- 3) creating a favourable atmosphere at the enterprise;
- 4) increase labour productivity by using the skills and experience of employees;
- 5) continuous training of employees through advanced training at relevant trainings and seminars;
- 6) using the simplified HR management organisation system;
- 7) an ability of the head of a restaurant enterprise to keep the most important problems under control, clearly transfer tasks for further execution by subordinates.

In accordance with the practice of conducting a restaurant business, the use of the above principles will guarantee an increase in the competitiveness of enterprises [5]. Today, there is no unambiguous interpretation of the concept of competitive advantage. It all depends on what phenomenon or object it belongs to. In general, a competitive advantage is a set of characteristics that are properties of products or services that create certain advantages for a dining outlet over their competitors. These characteristics can be different and relate directly to the product and additional services [8].

Competitive advantages of dining outlets – the position of a dining outlet in the market, which includes the ability of a restaurant enterprise to overcome the forces of competition better than its competitors and perform work to attract consumers. Thus, a competitive advantage is the advantage of a dining outlet over its competitors, by offering consumers greater values. These values can be the sale of products and services at lower prices compared to competitors [9].

Competitive advantages of dining outlets are formed due to the activation of the strengths that the company has, those strategically important areas of service provision for this business that allow it to win the competition. Competitive advantages are fulfilled at the level of strategic business units and form a competitive business strategy, which, for its part, allows them to have various forms of manifestation (Fig. 2).

Of particular importance for the restaurant industry enterprise is the division of competitive advantages by sources of development, as well as the nature of development. The competitive advantages of the basic level are most accessible to enterprises. This can be: the use of cheaper labour force, for example, students as waiters, the availability of a wide range of products for preparing dishes from the menu (shops, supermarkets, wholesale markets). Such advantages are based on the cost of providing services and producing products, as well as the availability of various factors of production for the dining outlet, which, for its part, does not guarantee the food company a stable position in the service market.

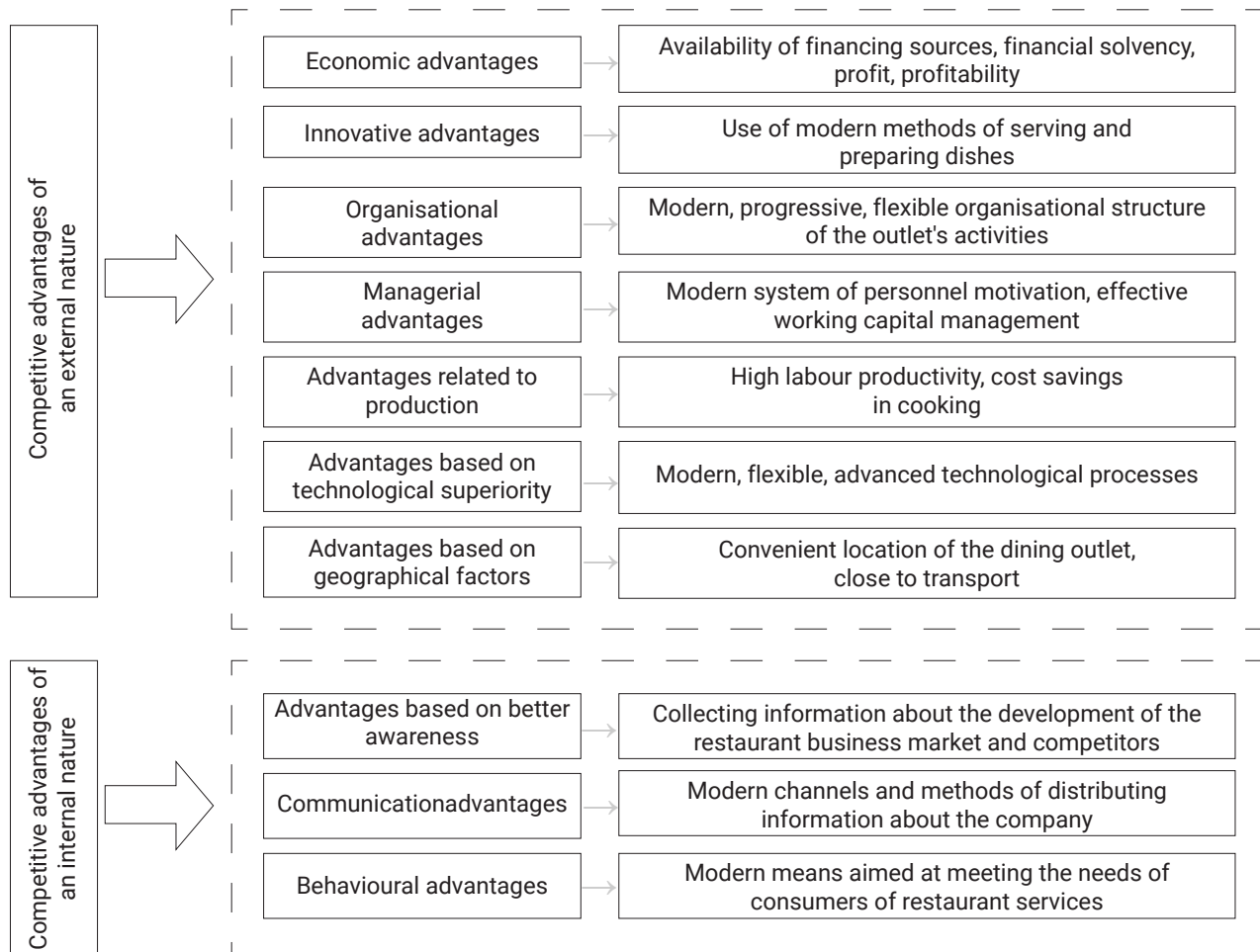


Figure 2. Competitive advantages of dining outlets

Source: developed by the author

Competitive advantages of the middle level are a consequence of the purposeful activity of the restaurant business enterprise, using various methods of competitiveness. This is all due to high costs for the implementation of services, the use of various additional methods of attracting consumers, and new technologies that competitors do not have [10].

Competitive advantages of the highest level imply constant modernisation of production and all areas of activity of the dining outlet. The use of competitive advantages of the middle and upper levels provides an opportunity for the restaurant business not only to increase its level of competition, but also to ensure the long-term preservation of the achieved competitive position in the food services market under study. It is worth noting that in addition to the nature of the sources of competitive advantage development, the number of such sources of development is of key importance for the restaurant business enterprise. The larger the set of sources and the more complex they are, the greater the advantage of the restaurant enterprise over competitors and the less likely it is to imitate the outlet by competitors [11]. At

the same time, the constant modernisation of all spheres of activity of the enterprise plays a decisive role – from replenishing and improving the tools of marketing research of demand to the quality level of service provision and customer service.

Competitive advantage can pass to competitors if the outlet changes the qualitative or quantitative characteristics of production (choice of cheaper raw materials for cooking), use of cheaper labour (or even reduction of staff), delivery of products (additional payment for its transportation to the consumer), lack of marketing activities, outdated equipment of the dining outlet. Well-established management of food enterprises will gain competitive advantages if it meets the new conditions, while competitors who will rashly invest and act tactically will meet the old conditions.

The development of competitive advantages of restaurant business outlets will occur when there are changes in the existing segments of the market under study. That is why it will be possible not only to reach new potential consumers of restaurant services, but also to find a new, more efficient way to prepare certain types

of dishes, depending on the purpose and concept of the food outlet. The existing leaders in the restaurant services market have already adapted to the current market conditions, and when the market situation suddenly changes, enterprises simply will not be able to resist and stay in the market under the same conditions [12].

Let us consider the main factors of competitive advantage of dining outlets, divided into external and internal. The manifestation of external factors depends to a lesser extent on the organisation, mainly they are formed on the level of competitiveness of the country. Factors achieved and implemented by personnel where managers play a special role are called internal factors. The higher the strength of competition in the industry, the lower the profitability and cost of goods will be, but the higher the intensity and quality of goods. External

and internal factors of competitive advantage are the maximum possible for an abstract enterprise.

For a particular enterprise, there can be any number of competitive advantages. Competitiveness is a result that captures the presence of competitive advantages. However, the presence of individual competitive advantages does not mean an automatic consumer advantage of a particular hospitality enterprise [13]. Consumer preferences of some goods (services) to others create prerequisites for the emergence of competitive relations between them.

Any company that produces goods or provides services strives to create and maintain consumer preferences for its products and services. In this regard, it is important to know the factors that influence the development of consumer preferences (Figure 3).

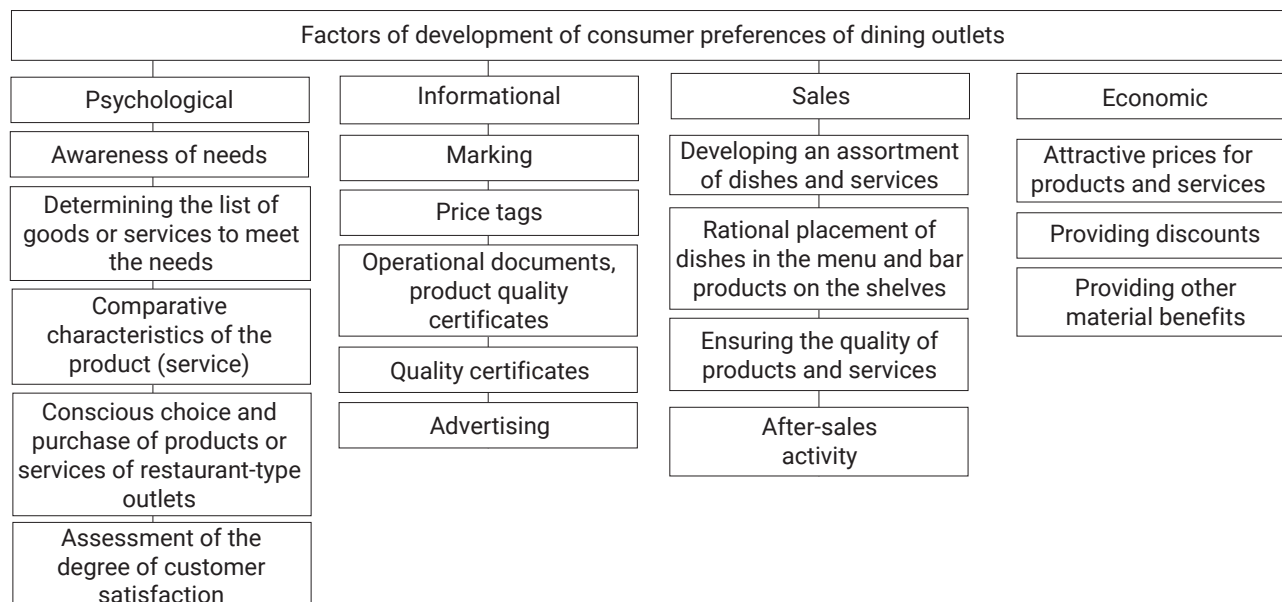


Figure 3. Classification of development factors of dining outlet consumers' preferences

Source: developed by the author based on the research by S. Cantele, F. Cassia [14]

Stable competitive advantages of dining outlets are the basis on which a successful restaurant business is built. Sustainable competitive advantages have the benefit of using a strategy that is not the same as other enterprises, which creates consumer value for the products and services of the restaurant enterprise, and also combines internal resources and capabilities of the outlet that competitors do not have. In accordance with this, competitive advantages will enable the restaurant business to maintain and improve its competitive position in the restaurant services market for quite a long time. Signs of stable competitive advantages are uniqueness, complexity of imitation, stability, superiority over competitors, universality [15]. It is worth focusing on the fact that stable competitive advantages are determined by a unique combination of abilities and resources of the enterprise

(key competences of the enterprise), which create the consumer value of products and services and determine the uniqueness of the enterprise in a competitive environment.

Thus, the competitive advantages of a restaurant enterprise should be considered as the ability to create high consumer value in comparison with competitors, which arises due to the dynamics of key abilities of the enterprise, which is characterised by uniqueness in a competitive environment and leads to an increase in economic indicators. The competitive advantages of a restaurant enterprise are stable, unique, protected from imitation by competitors, and allow creating a high consumer value that is recognised by consumers, which, as a result, determines uniqueness.

Based on the analysis of the theoretical basis for studying the competitiveness of dining outlets, it is worth

highlighting recommendations for strengthening the competitive advantages of food outlets:

1) often organise various events and receptions: official, dedicated to a particular event, receptions, meetings of famous people, etc.;

2) provision of services of VIP halls, gazebos, terraces, or other places separated from other consumers of a certain dining outlet;

3) access to WI-FI in the outlet;

4) possibility of on-site service (catering services);

5) availability of a children's playground, as well as a children's room in a dining outlet (with the possibility of additional babysitting services);

6) providing services of confectioners for birthday cakes and organising candy bars;

7) providing services of a holiday organiser, designer of festive halls of a catering company, presenter, florist, photo and video shooting, photo zone;

8) food delivery (free of charge);

9) availability of a children's menu in the outlet, organisation of children's parties with animators, entertainment programmes, special children's cooking classes.

Given these recommendations for strengthening competitive advantages, many dining outlets may start offering their customers a wide range of additional services in order to stand out from the competition. Furthermore, outlets can be combined with various special areas, that is, combine restaurants with coffee shops, pastry shops, hookah halls, summer terraces, and so on. Such events will provide an opportunity to hold their visitors longer, so that they can order more services and dishes. But at the same time, it is necessary to remember that all ideas in the outlet must correspond to the same concept and complement each other.

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Conclusions

Based on the results of the study, it can be concluded that competitive advantages are not permanent since they remain only during the systematic improvement of all areas of activity of the dining outlets, which is quite a time-consuming and resource-intensive process. It is the competitive advantages formed by outlets that emphasise the uniqueness of a particular enterprise in a competitive environment, are the key to its competitiveness and obtaining maximum economic results. Modern experience in the activity and development of service sector enterprises allows stating that none of the enterprises can achieve an absolute advantage over competitors in all the characteristics of services provided without a clearly defined competitive strategy. The ways of forming a strategy for ensuring competitive advantages of dining outlets were studied. It was established that the more competitive advantages a dining outlet has, the higher its competitiveness, which in turn leads to the efficiency and prospects of the outlet.

The development of competitive advantages of dining outlets is the basis for ensuring the effectiveness of their activities, which are aimed at neutralising crises, in which, unfortunately, there are a considerable number of Ukrainian dining outlets, given the current situation with the COVID-19 coronavirus pandemic. At the same time, the solution of these problems should be considered from the point of view of improving the theory and methodology of forming competitive advantages in the context of using key methods of dining outlets. To do this, it is necessary to improve the scientific level of management, gain new competitive advantages, and look more boldly to the future. Prospects for further research in this area are to develop competitive strategies for the activities of dining outlets.

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