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Increasing marketing activity of hotel and restaurant business enterprises as a basis for the development of the tourism industry

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Abstract. Modern views on the role and importance of partnership marketing are the basis for the effective strategization for the competitiveness of the hotel and restaurant industry and the tourism business in a crisis time of the tourism industry due to the coronavirus pandemic and the effect of restrictive measures. The presented article is aimed at the using

modern analytical and methodological tools for assessing the competitive status and marketing activity of the hotel and restaurant enterprises and tourism business in the context of applying the principles of marketing partnerships and its implementation in practice of tourism. The purpose of the article is to develop and implement a model of resource-activity potential management and the formation of a competitive status of hotel and restaurant business enterprises and the development of tourism industry based on marketing of affiliate relations. With the help of the factor analysis it is formed the components and indicators of competitive status of the hotel and restaurant enterprises and tourism business, emphasizing the importance of marketing activity in the field of the service promotion and partnership with stakeholders as a reflection of mobilization and the full use of marketing potential. This methodical approach to assessing the level of competitive status of the enterprises of hotel and restaurant industry and tourism business in the context of the resource and activity support on the implementing principles of the concept of marketing partnerships is proposed. It is established that enterprises have unstable dynamics of the integrated indicator of resource potential and activity, which indicates a lack of attention from managers and managers of the hotel and restaurant business to the formation of partnerships with stakeholders on a long-term basis. The results of the impact modeling of the marketing activity of the hotel and restaurant enterprises and tourism business on the level of their competitive status allowed to propose the measures of managerial influence aimed at solving the problem of increasing competitive status in the difficult conditions of the tourism industry. The practical value is the formation and implementation of the activities aimed at the establishing long-term partnerships with stakeholders in order to form a competitive status of the hotel and restaurant industry and tourism business.

Keywords: *partnership marketing, tourism, hotel and restaurant business, tourism business, competitive potential*

Підвищення маркетингової активності підприємств готельно-ресторанного бізнесу як підґрунтя розвитку індустрії туризму

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Анотація. Сучасні погляди на роль та значення маркетингу партнерських відносин слугують основою для формування ефективної стратегії конкурентоспроможності підприємств готельно-ресторанного господарства та туристичного бізнесу в умовах кризи туристичної галузі через пандемію коронавірусу та дію обмежувальних заходів. Представлена стаття спрямована на використання сучасного аналітико-методичного інструментарію оцінювання конкурентного статусу та маркетингової

активності підприємств готельно-ресторанного господарства та туристичного бізнесу в контексті реалізації принципів маркетингу партнерських відносин та його впровадженні в практичну діяльність представників туристичної сфери. Метою статті є розробка та впровадження моделі управління ресурсно-діяльнісним потенціалом та формування конкурентного статусу підприємств готельно-ресторанного бізнесу та розвитку індустрії туризму на засадах маркетингу партнерських відносин. За допомогою факторного аналізу сформовано складові та показники оцінки конкурентного статусу підприємств готельно-ресторанного господарства та туристичного бізнесу, що акцентують увагу на важливості маркетингової активності в сфері просування послуг та реалізації партнерських відносин зі стейкхолдерами як відображення результату мобілізації та повноцінного використання маркетингового потенціалу підприємств. Запропоновано методичний підхід до оцінювання рівня конкурентного статусу підприємств готельно-ресторанного господарства та туристичного бізнесу в контексті ресурсно-діяльнісного забезпечення на принципах реалізації концепції маркетингу партнерських відносин. Встановлено, що підприємства мають нестабільну динаміку інтегрального показника ресурсно-діяльнісного потенціалу та активності, що свідчить про недостатню увагу з боку керівників та менеджерів представників готельно-ресторанного бізнесу до формування партнерських відносин зі стейкхолдерами на довгостроковій основі. Результати моделювання впливу маркетингової активності підприємств готельно-ресторанного господарства та туристичного бізнесу на рівень їх конкурентного статусу дозволили запропоновувати заходи управлінського впливу, спрямовані на вирішення завдання підвищення конкурентного статусу в складних умовах функціонування туристичної галузі. Практична цінність полягає у формуванні та реалізації заходів, спрямованих на встановлення довгострокових партнерських відносин зі стейкхолдерами з метою формування конкурентного статусу підприємств готельно-ресторанного господарства та туристичного бізнесу.

Ключові слова: маркетинг партнерських відносин, туризм, готельно-ресторанне господарство, туристичний бізнес, конкурентний потенціал

Introduction

In the context of the intensification of the crisis phenomena at the level of the national economy due to the pandemic and the effect of restrictive measures for the enterprises of the hotel and restaurant industry and the tourism sector of Ukraine, it has become the need to determine the main directions of the development which will ensure not only the expansion of the production scale, but also create the basis for their long-term effective functioning in the interaction with the external environment. This approach requires from the the hotel and restaurant enterprises and tourism business to increase the level of competitiveness, competitive status which are the basic components in the system of planning activities and forming a competitiveness strategy.

The issues of the competitive status formation of the hotel and restaurant enterprises and tourism industry in changing economic conditions, growing instability of the environment and constant transformation processes which dictate the new rules for the market participants require increased attention from scientists (Holliday, 2020).

The concept of marketing partnerships which is based on a radical change in the approaches to the role of relationships with stakeholders and identify the strategic directions for their development allows in today's difficult conditions to identify the further steps to ensure competitiveness and competitive status through the long-term partnerships and areas with all stakeholders. The strategic orientation of the principles of marketing partnerships allows to ensure competitive advantages and a stable competitive status of the enterprises engaged in the provision of tourism services (Honti, 1984; Porter, 1980). Based on the promising areas of the principles implementation of

the marketing partnerships in the hotel and restaurant industry and tourism business with the modern tools using of the economic and analytical analysis there is a direct need to assess the competitive status and marketing activity as a basis for the competitive strategy of the hotel and tourism business. establishing long-term partnerships with the stakeholders.

The aim of the article is to develop and implement a model of the resource management and the formation of the competitive status of the hotel and restaurant business and the development of the tourism industry on the basis of the marketing partnerships.

Literature review

In recent decades, many companies worldwide in the various sectors of the national economy, including the hotel and restaurant industry have a tendency to individualize marketing, aimed at the forming partnerships between the producers of goods (services) and their consumers. Partnerships are understood as “long-term mutually beneficial cooperation” between the contractors and “long-term privileged relations” which arise between the producer and consumer of goods by serving each consumer taking into account his specific needs and creating a high degree of loyalty to the producer (Kotler, 2007). Partnership marketing is a strategic collaboration between two or more firms that helps each firm to reach its respective business goals (Gronroos, 2017). In the work (Illiasenko, 2006), partnerships marketing is proposed to understand the process of creating, maintaining and expanding close cooperation with customers, which involves the company's focus on serving each customer individually, taking into account its specific needs and characteristics. Partnership marketing can be defined as a mutually beneficial

marketing relationship between a firm and another organization (Zeithaml, 1996).

The concept of marketing partnerships is based on the fact that it is much harder to win new customers than to increase the degree of loyalty of existing ones. Therefore, the partnership guarantees the hotel and restaurant business a stable economic existence, low risk, the possibility of increasing income and profits, especially in a general decline in demand for travel services due to the coronavirus pandemic and the introduction of restrictive measures to prevent infection (Maxfield, 2009). The effects of the economic recession and the COVID-19 crisis call for more active support for the tourism industry (Gabor, Conțiu, Oltean, 2012). However, in 2019–2020, many new challenges arose related to the effects of the economic recession and the COVID-19 crisis, which reduced the sustainability and performance of the tourism industry (Popova et al., 2020; Kvach, Piatka, Koval, 2020). These circumstances necessitate more active support for the EU tourism industry, taking the form of an independent national policy (Holleran, 2020).

J. H. Gordon in (2001) notes that the concept of marketing partnerships between the producers and consumers in some ways differs from the “classical” concept of marketing. The “Classical” marketing is based on the fact that the manufacturers themselves define and give the consumers value in the form of what they consider a “commodity”. The content of the interaction between producers and customers is the exchange of the certain values. In accordance with the concept of partnership marketing, the consumer firms play a leading role in determining the value they want to receive. The seller creates value with the buyer. The total value they receive is distributed among them.

F. Kotler and K. L. Keller in (2007), proposing the concept of holistic marketing; note the need for the marketing relationships with the key market partners and the internal marketing aimed at adopting appropriate marketing principles by all organization employees. They also consider the importance that marketing is socially responsible for the areas of ethics, ecology, laws and society. Thus, they focus their marketing on establishing long-term privileged relationships with all key stakeholders in the organization.

Given the fundamental nature of the theoretical and methodological developments, solving the non-trivial task of the establishing partnerships with stakeholders in the hotel and restaurant industry in order to make effective management decisions requires the modern tools using for assessing the level of their competitive status in the context of the

resource and activity support based on the principles of marketing partnerships.

Methodology

With the help of the factor analysis it is formed the components and indicators of competitive status of the hotel and restaurant enterprises and tourism business, emphasizing the importance of marketing activity in the field of the service promotion and partnership with stakeholders as a reflection of mobilization and the full use of marketing potential. To construct a dynamic simulation model of resource-activity potential and the formation of a competitive status of enterprises, a methodological dynamics method is used, which allowed to reflect branched causal relationships between variables. Given the features of system dynamics models, they are an extremely convenient tool for solving the problems of researching competitive status, management of the resource-activity potential of the hotel-restaurant and tourist enterprises based on the implementation of partnership marketing principles.

Results and discussion

Assessment of the enterprises competitive status of the hotel and restaurant industry in the context of the partnership marketing. The enterprises key stakeholders who works at the hotel and restaurant industry traditionally include investors, creditors, enterprise managers, employees, suppliers, consumers (customers of the enterprise), the public and state organizations, as the successful operation of the hotel and restaurant economy depends on the welfare of the economy infrastructure of the region. Relationships with stakeholders are dynamic complex relationships that are constantly changing as the impact and state of the business changes; are determined by the relationship between people, so it is their values that particularly affect the relationship.

The peculiarity of these relations is their focus not only on the supply of goods, but also on the supply of relations (Lew, 2006). According to the ISO / WD 26000 project “Social Responsibility Guide”, the category of “stakeholders” includes: non-governmental organizations, local and regional communities, consumers, suppliers, subcontractors, customers, employees, shareholders (Gubanova et al., 2019; Popova et al., 2019). According to Mendelow’s model (1991), all stakeholders can be classified according to two variables – their interests and their power: 1) the power of the stakeholder determines his ability to influence the organization; 2) the interest of the stakeholder is determined by his desire to influence the organization. Thus, the stakeholder scheme:

Influence of the stakeholder = Power x Interest.

Thus, the establishment of long-term partnerships with stakeholders allows hotel and restaurant companies to solve the problem of forming the competitive status of the company in changing economic conditions, growing environmental instability and constant transformation processes that dictate new rules for market participants (Makhitha, 2016; Koval et al., 2019; Yankovyi et al., 2020).

Closely related to the concept of the regional stakeholders is the marketing component of hotel and restaurant business which is of great importance, especially in the face of fierce competition in the tourism services market which has intensified in the language of restrictive measures due to the coronavirus pandemic. The effective use of the available marketing opportunities of hotel and restaurant enterprises with the favorable marketing climate and the implementation of the principles of marketing partnerships will provide the additional competitive advantages, increase their competitive potential (Mazaraki, 2015; Gorg, 2000). Competitive position and competitive potential determine the competitive status of hotel and restaurant enterprises which is a prerequisite for achieving a new level of competitive advantage and the desired level of competitiveness in the crisis conditions and partial loss of full-fledged activity during the strengthening of quarantine measures (Richter, 2000).

Therefore, the competitive status is a real characteristic of the hotel and restaurant industry and is defined as the result of more effective than the competitors management of the processes of the formation and use of the competitive advantages and potential, in particular, marketing. Therefore, the competitive status is a real characteristic of the hotel and restaurant industry and is defined as the result of more effective than the competitors management of the processes of the formation and use of the competitive advantages and potential, in particular, marketing (Boiko, 2013; Kaigorodova, 2018). We propose to assess the competitive status of hotel and restaurant enterprises on the basis of our resource and activity potential study which is the internal factor in the formation of competitiveness, as well as the influence of external factors of the marketing environment (the factors of production and infrastructure related the industriesan demand parameters, competitors, relationships with stakeholders) which characterize the resource-active business (McKercher, 2004; Chang, 2016).

Thus, the two-dimensional assessment of the competitive status of hotel and restaurant enterprises in the context of marketing partnerships is based on

the assessment of resource potential as a component of competitive status which shows the possibilities of its provision and the resource-active business as a result of using this potential (Mikhno et al., 2021). The study highlighted the local components of the resource-activity potential and the resource-active business of hotel and restaurant industry by the components such as organizational-managerial, marketing, production-personnel, financial-economic, innovation-investment, organization, content and working conditions which allowed to form a system of the indicators for assessing the competitive status of hotel and restaurant businesses in terms of marketing partnerships (Koval, Slobodianiuk, Yankovyi, 2018). Components and indicators for assessing the competitive status of the hotel and restaurant industry and tourism business by the factor load are given in the Table. 1.

The results show that more important in the formation of competitive status among other aspects of hotel and restaurant business and tourism business is their marketing activity in the field of promotion and partnership with stakeholders as a reflection of the mobilization and the full use of marketing potential (Kvach, Koval, Hrymaliuk, 2018).

On this basis the methodological approach to assessing the level of competitive status of the hotel and restaurant enterprises and tourism business in the context of the resource provision on the principles of implementing the concept of marketing partnerships which allowed to determine the integrated indicators of RAP, RAA by the taxonomic analysis for seven hotel enterprises and restaurant business. The calculations were made on the basis of the reporting analysis of the enterprises of the hotel and restaurant industry in Ukraine for the period 2016-2019. It should be noted, that in order to prevent the impact on the image of the investigated objects - enterprises the authors do not «open» their names, but they are submitted under numbers. To get the results tied to the real companies, contact the authors of this study directly.

Assessment of the competitive status of hotel and restaurant enterprises and tourism business includes the following stages:

Stage I. Selection and substantiation of the assessment method – taxonomic (integrated) indicator (according to the criteria of established standards);

Stage II. Determination of reference values and criteria for assessing the enterprises competitive status of the hotel and restaurant enterprises.

2.1 The formation of a matrix of standardized values of the indicators of the enterprises competitive status of hotel and restaurant business. The used method for the standardizing the data is as follows:

Table 1. Assessment indicators of resource-activity potential (RAP) and resource-active business (RAB) hotel and restaurant enterprises and tourist business by the directions.

Aggregate	Directions	Indicators
Resource potential (Possibilities)	Organizational and managerial potential (OMP)	Coefficient of decentralization of organizational management structure (X1)
		Coefficient of quantitative staffing of the management staff (X2)
	Production and personnel potential (PPP)	Coefficient of the equipment use intensity (X3)
		Professional flexibility coefficient (X4)
	Financial and economic potential (FEP)	Accounts payable turnover (X5)
		Accounts receivable turnover (X6)
		Coefficient of cash flows from the financing activities (X8)
Activity potential (Possibilities)	Organization of labor activity (OLA)	Labor distribution coefficient (X9)
		Labor remuneration level (X10)
	Working conditions (WC)	Occupational safety factor (X12)
Resource activity (Final result)	Marketing activity (MA)	The coefficient of effectiveness of advertising and sales incentives, the formation of partnerships with stakeholders (X1)
	Production and personnel activity (PPA)	Capital productivity (X2)
		Labor productivity (X4)
	Financial and economic activity (FEA)	Return on assets (X5)
		The coefficient of financial autonomy (X7)
		Return on the bank borrowed capital (X8)
	Innovation and investment activity (IIA)	Return on the investment expenses (X9)
Business activity (Final result)	Organization of labor activity (OLA)	Distribution possibilities of working time in accordance with individual needs (X10)
	Content of labor activity (CLA)	Influence possibility on the way/method of work (X11)
	Working conditions (WC)	Satisfaction with sanitary and hygienic conditions at work as well as sanitary and household services (X12)
		Satisfaction with the aesthetic working conditions (X13)

$$z_{ij} = \frac{x_{ij} - \bar{x}_{ij}}{\sigma}, \quad (1)$$

where i – the serial number of the object of observation (from 1 to n);

j – indicator that characterizes the state of the object (from 1 to m);

z_{ij} – normalized / standardized feature of the indicator j for the enterprise and;

x_{ij} – the actual value of the indicator j in period i ;

$\bar{x}_{ij}$ – average value of the indicator;

σ – standard deviation.

$$\sigma = \sqrt{\frac{\sum (x_{ij} - \bar{x}_{ij})^2}{n}} \quad (2)$$

The formed matrix of the standardized values of indicators has the following form:

$$Z = \begin{pmatrix} z_{11} & z_{12} & \dots z_{1j} \dots & z_{1n} \\ z_{21} & z_{22} & \dots z_{2j} \dots & z_{2n} \\ z_{i1} & z_{i2} & \dots z_{ij} \dots & z_{in} \\ z_{m1} & z_{m2} & \dots z_{mj} \dots & z_{mn} \end{pmatrix}$$

2.2 Differentiation of the features of the matrix of standardized values of the indicators: construction of a vector of the development standard (P_0) of competitive status with the coordinates (x_0) and distribution of the features into the stimulators and destimulators.

$$\begin{cases} z_{oi} = \max z_{oi} & \text{stimulator} \\ z_{oi} = \min z_{oi} & \text{destimulator} \end{cases}$$

2.3 Determining the distance of each object from the reference point. Euclidean distance is used as a measure of distance:

$$C_{i/o} = \sqrt{\sum_{j=1}^m (z_{ij} - z_{0j})^2} \quad (3)$$

де z_{ij} – standardized value of the j -th indicator i ;

z_{0j} – standardized value of the j -th indicator in the reference vector.

2.4 After calculating the Euclidean distance, the following calculations are performed:

average distance between objects ($\bar{C}_o$):

$$\bar{C}_o = \frac{1}{n} \sum_{i=1}^n C_{i/o} \quad (4)$$

standard deviation (σ_o)

$$\sigma_o = \sqrt{\frac{\sum (C_{i/o} - \bar{C}_o)^2}{n}} \quad (5)$$

the maximally possible deviation from the standard (C_o):

$$C_o = \bar{C}_o + 2 \cdot \sigma_o \quad (6)$$

consolidated dynamic indicator of the level of development (d_i)

$$d_i = \frac{C_{i/o}}{C_o} \quad (7)$$

Stage III. Assessment of the competitive status of the hotel and restaurant enterprises according to the generalized partial taxonomic indicator.

Determination of the taxonomic (integrated) indicator (Π_i) of the competitive status of the hotel and restaurant enterprises by the components of resource-activity potential and resource-activity activity is carried out according to the formula:

$$\Pi_i = 1 - d_i \quad (8)$$

Stage IV. Determination of the integrated indicator of the level of competitive status of the enterprises is carried out in a similar way (formulas (1) - (8), only the values are used instead of Π_i instead of z_{ij} (standardized value of the j -th indicator).

As a result of calculations, the indicators of the resource and activity potential of the hotel and

restaurant enterprises and tourism business were transformed into the unit “Resource and activity potential of the enterprise” (RAP), activity indicators – into the unit “Resource-active business of the enterprise” (RAB) (table. 2).

Table 2. Dynamics of the integrated indicators of resource-activity potential (RAP) and resource-active business (RAB) of the enterprises of the hotel and restaurant enterprises and tourist business

Enter- prise	Years							
	2016		2017		2018		2019	
	RAP	RAP	RAP	RAP	RAP	RAP	RAP	RAP
No1	0.42	0.89	0.89	0.59	0.85	0.80	0.84	0.91
No2	0.34	0.71	0.82	0.70	0.75	0.87	0.77	0.61
No3	0.45	0.65	0.83	0.72	0.64	0.69	0.65	0.56
No4	0.28	0.69	0.71	0.72	0.92	0.74	0.84	0.60
No5	0.41	0.76	0.66	0.72	0.59	0.65	0.53	0.61
No6	0.13	0.19	0.20	0.16	0.25	0.19	0.24	0.23
No7	0.48	0.70	0.68	0.66	0.60	0.65	0.59	0.66

It is established that the constant growth of the general level of RAP and RAA for 2016-2019 years is not observed in any of the studied enterprises of the hotel and restaurant industry and tourism business, ie the enterprises have unstable dynamics of the integrated indicator. The low level of integrated indicators that characterize the components of competitive status was observed in 2016, but in 2017-2019 there was a significant increase in this indicator at the surveyed enterprises. Thus, item No 4 was the maximal value of RAP 0.92 in 2018, which decreased slightly to 0.84 in 2019. A similar trend of dynamics (slight decline/reduction) were inherent to the analyzed indicators in 2019 compared to 2018, which indicates a lack of attention from leaders and managers of the hotel and restaurant business to the formation of partnerships with stakeholders on a long-term basis.

The proposed approach to assessing the resource-activity potential (RAP) and resource-active business (RAB) of enterprises of the hotel and restaurant industry and tourism business provides the qualitative justification of the values of the result. According to the established scale of intervals, the following levels of resource-activity potential and resource-active business and the characteristics of their competitive status are distinguished: high [73-92] (H), adequate [53-72] (A), satisfactory [33-52] (S) and low [13-32] (L)). Thus, the qualitative assessment of the indicators of resource-activity potential (RAP) and resource-active business (RAB) of the hotel and restaurant enterprises, taking into account the marketing component is presented in the Table. 3.

Modeling the impact of the marketing activity of the hotel and restaurant enterprises and tourism

Table 3. Dynamics of the indicators for assessing the level of resource-activity potential (RAP) and resource-active business (RAB) of the enterprises of the hotel and restaurant industry and tourism business by the qualitative characteristics

Enter- prise	Years							
	2016		2017		2018		2019	
	RAP	RAB	RAP	RAB	RAP	RAB	RAP	RAB
No1	S	H	H	A	H	H	H	H
No2	S	A	H	A	H	H	H	A
No3	S	A	H	A	A	A	A	A
No4	L	A	A	A	H	H	H	A
No5	S	H	A	A	A	A	A	A
No6	L	L	L	L	L	L	L	L
No7	S	A	A	A	A	A	A	A

business on the level of their competitive status. The growing speed of the changes in the environment and their low predictability increased competition in the national market, globalization trends of competitive markets and the negative impact of restrictive measures on the market of tourist services determine the feasibility and need for permanent improvement of the internal factors and components of resource potential (RAP) tools for their transformation into resource-active business (RAB) tools of partnership marketing.

Based on the system of the indicators for assessing the resource and activity potential of the studied enterprises of the hotel and restaurant industry and tourism business in the areas listed in the Table 1, the basic conceptual model management of resource and activity potential and the formation of the competitive status of the enterprises of hotel-restaurant and tourist sphere constructed by the author in the PPP Vensim will look as follows (Fig. 1).

The basic model is formed by three main types of variables:

initial coefficients of the activity and potential indicators which are the independent variables and the values of which are set numerically;

the calculated variables that correspond to the integrated assessments of the components of the RAP (RAP) and RAB (RAB), calculated on the basis of the methodology of the integrated rating assessment;

the resulting variables which are the indicators of the state of the system and reflect the integrated estimates of RAP (RAP) and RAB (RAB), the coefficient of transformation of resource-activity potential into activity (kEkc); the overall value of the level of imbalance for all elements of the potential of the enterprises of the hotel and restaurant industry VRRDP (BPrdp).

The basic conceptual model of resource and activity potential management (RAP) and the

formation of the competitive status of the hotel and restaurant industry clearly demonstrates the fact that the improvement, including marketing activity (MA) by the hotel and restaurant industry based on the implementation of partner marketing principles and relations and the establishment of long-term mutually beneficial relations with stakeholders allows to solve the problem of increasing competitive status in the difficult conditions of the tourism industry.

The study proposes the measures of managerial influence for the hotel and restaurant industry and tourism business aimed at the increasing certain components of RAP (RAP) and RAB (RAB) in the context of marketing partnerships:

customer flow management based on the attracting both new and maintaining existing ones by meeting their needs and creating the favorable conditions for long-term relationships;

ensuring continuous contact with the customers in order to update their needs and create a unique consumer value based on the high quality service and responsible attitude of the staff to their responsibilities;

cooperation with suppliers and other stakeholders involved in cooperation is based on the development and implementation of joint plans and the strategies aimed at creating joint assets.

Conclusion

The article implements the modern approaches to the implementation of the principles of marketing partnerships in the hotel and restaurant business and tourism business in order to form the effective strategy of competitiveness in the crisis of the tourism industry through the coronavirus pandemic and restrictive measures. The proposed set of tools allows to assess the competitive status and marketing activity of the hotel and restaurant industry and tourism business in the context of the implementation of the principles of marketing partnerships.

The results of the factor analysis allowed to establish the components and indicators of the competitive status of the hotel and restaurant enterprises and tourism business with emphasis on the role of marketing activities in the promoting services and partnerships with stakeholders which characterizes the mobilization result and the full use of the enterprise marketing potential.

Assessing the level of competitive status of the enterprises of the hotel and restaurant industry and tourism business in the context of the resource and activity support based on the principles of marketing concept allowed to establish the levels of the resource and activity potential and resource-active business of the studied enterprises.

Fig.1. Basic conceptual model of resource and activity potential management (RAP) and formation of competitive status of the hotel and restaurant enterprises and tourism business.

Based on the results of the impact modeling of marketing activity of the hotel and restaurant enterprises and tourism business on the level of their competitive status, the article proposes the measures of management influence aimed at the solving the problem of increasing competitive status in the difficult conditions of the tourism industry. The practical value of the results is the proposals for the formation and implementation of measures aimed at establishing long-term partnerships with stakeholders in order to form a competitive status of the hotel and restaurant industry and tourism business.

Further prospects of the research are to solve the problem of forecasting the relationships structure of the elements and the components of resource-activity potential and resource-active business of the hotel and restaurant enterprises and tourism business, which will increase the effectiveness of management measures to maintain their competitive status through the formation and use of competitive advantages in the system of partnership marketing.

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