Scientists point out a strong competition in tourism, accommodation and restaurant sector [1-4]. In this condition, the enterprise management and development strategy should be made science-based. The scientists identify a number of frameworks that could help enterprises elaborate strategic decisions leading to a competitive position [3].

We have researched carefully underlying principles of determination of the competitive advantages which are established by scientists and have thoroughly analyzed the activities of contemporary enterprises in tourism, accommodation and restaurant sector. A result is presented in the form of a data model “Competitive advantages” (Figure 1). The model is built using business modeling tools – Platform ARIS (ARchitecture of Integrated Information Systems). It describes the underlying principles that are used in determination the categories of competitive advantages.

Summarizing the research results it should be noted that the competitive advantages are fallen into two main groups: foreign and internal competitive advantages. These are distinctive, because bases of them are different. The first group covers the competitive advantages which base is innovative distinct and various qualities of products or services. The competitive advantages of the second group are based on innovative resource (goods, services and factors of production), process and technology of production.

Practical application of this model could help to effective elaborate a development strategy and significant impact on enterprises activities. The innovative strategy which aims at creating foreign competitive advantages is based on marketing innovation. The strategy which fosters internal competitive advantage should be primarily a strategy of productive, organizational and managerial innovation.
Fig. 1. Categories of Competitive Advantages
(Source: author elaboration)

References: