

SUMMARY

Subject matter of qualification paper: FOREIGN EXPERIENCE OF DEVELOPMENT AND IMPLEMENTATION OF GROWTH STRATEGIES IN THE HOSPITALITY INDUSTRY AND RECOMMENDATIONS FOR ITS USE IN THE RUSSIAN FEDERATION

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Topicality of the research topic due to the increasing instability of the external environment, increasing the pace of its economic and social changes that far exceed the speed of response of hotel businesses. A mandatory condition to achieve desired benchmarks of performance in the promising and strategic time periods is the scientific study of establishing a functioning system of strategic planning of development of the hotel industry and increasing levels of resource efficiency. However, insufficient study of these issues at theoretical and practical levels, especially in the conditions of Russian reality, determines the relevance of the theme of final qualifying work.

Objective of the research is to study foreign experience in the development and implementation of growth strategies of the hospitality industry and the possibilities of its application in the domestic hospitality industry.

To fulfill the objective of the final qualification paper, the following **tasks** set:

- to study theoretical bases of formation of growth strategies in the hospitality industry;
- to identify the nature, value and types of strategies in the development of the hospitality industry;

to determine the role and importance of the hospitality industry in the economy;

- to study foreign experience of development strategies in the hospitality industry;

- explore the major trends characterizing the modern hospitality industry of the Russian Federation;

- develop the overall project strategy of development of the hospitality industry in the Russian Federation on the basis of use of foreign experience.

Theoretical significance of the research is determined by the analysis and synthesis of large amounts of information on the research topic, its structuring in accordance with the chosen aspects of the topic.

Practical significance. Obtained in the course of the study, theoretical conclusions about foreign and domestic experience developing and implementing strategies for the development of the hospitality industry can be used in the practical activities of the hotel facilities.

Results of the research:

The hospitality industry as one of the most dynamically developing sectors of the world economy, can be considered from the standpoint of strategic planning and management. One of the main characteristics of the modern hospitality industry is the high degree of fragmentation caused by the operation of a large number of hotel enterprises of various kinds and types and characteristics of the clients themselves. Such heterogeneity may become the basis for developing strategies of future development of the enterprise or the industry in General and the formation of its competitive advantages.

Recommendations for the use of foreign growth strategies in the Russian Federation:

- development of state and municipal target programs of development of the hotel industry on the basis of program-target method;
- create institutions for the development of the hospitality industry;

- application of foreign experience for the development of network organizational forms of hospitality based on the use of franchising contracts and management contracts;
- the formation of a special tourist-recreational economic zones at the regional level, regional clusters and areas of advanced development of tourist and hotel business;
- the use of mechanisms of state-private partnership in the hospitality industry;
- improve tax policy;
- the establishment of a system of state support of investors, whose activity is directed on realisation of strategy of development of the hospitality industry;
- improvement of primary, secondary and higher professional education, retraining and advanced training for the hospitality industry;
- legislative support for the development of the hospitality industry – the development and adoption of regulatory legal acts at Federal and regional levels aimed at implementing the development strategy and proposals for improving the Federal legislation;
- creating a system of financial instruments aimed at compensation of the negative consequences of changes in the external environment, to reduce the risk of long-term development and to achieve the projected targets.

Analysis of foreign experience shows that the attitudes of the classical theory of strategic planning, namely: a desire to develop strengths and to suppress the competitors, only use weak, despite its size, the organization. More effective organization to freely manipulate their resources, using them in new ways, introducing innovations and, as a consequence, decisively rearranging its structure.