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**Diagnostics of factors, concerning maintenance of competitiveness**

 **of catering enterprises**

**Summary**

*The article studies the factors that provide the demand for catering services. The research was conducted in the form of a questionnaire survey of consumers. In the course of the study, the following factors were studied: order motives, order frequency, format and form of service, order quantity, place of order, and taste preferences of consumers. There are positive and negative factors in the work of catering companies.*

*The diagnostics of the competitiveness of enterprises of the restaurant industry, which provide catering services by ranking the main external and internal factors, is carried out. The competitiveness ratio is calculated.*

*The essence of qualification improvement of personnel at enterprises in modern market conditions is revealed. The proposed scheme of management qualification as a component of the process of professional development of personnel and stages of determining the need for advanced training.*

The efficient functioning of restaurant enterprises that provide catering services in the hospitality industry of Ukraine is possible due to the objective assessment of the competitiveness of the enterprise.

Assessing and ensuring the competitiveness of an enterprise becomes possible through the study of the impact of external and internal factors that can both exacerbate and weaken competitiveness. There are a lot of factors, but it's impossible to take them into account. But you need to identify the main ones that have the greatest impact on the competitiveness of the enterprise.Selecting and exploring the most important factors is possible through a questionnaire survey, both by service users and owners or managers of enterprises that provide catering services. That is, to conduct such a two-way analysis, this in our opinion, first of all, will maximize the satisfaction of demand for services, as well as increase the profit of the enterprise.

The study of issues of the influence of factors on competitiveness is dedicated to the works of famous foreign scientists-economists: F. Kotler, L. J. Lambraine, A. A. Levine, M. Oklander and etc.

A number of Ukrainian scholars such as: N.V. Mikhailova, A.M. Rasulova, G.T. Pyatnitskaya conducted research on the competitiveness of restaurant enterprises [Михайлова 2009; Расулова 2006; П’ятницька 2008]. But their work did not examine the influence of external and internal factors on the competitiveness of restaurant enterprises that provide catering services.

The purpose of our research is to: diagnose external and internal factors in order to ensure the competitiveness of restaurants under special orders. To achieve this goal, it is necessary to solve a number of tasks: to conduct a questionnaire survey of consumers of catering services and business managers, to analyze the results of the questionnaire.

 A questionnaire survey on demand for catering services was conducted in the city of Poltava. The sample of the study was 100 people. The survey was conducted among the inhabitants of the city of various fields of activity, aged from 23 to 55 years, because this category of people is the most active contingent among the population.

Among the main factors that shape the demand for catering services highlighted: order motives, order frequency, service format, the scale of the order, the place of the event and the taste preferences of the consumers. The specific gravity of the motive and frequency of ordering catering services is calculated (Fig. 1, Fig. 2).

To cater for catering services, the most important motive is business meetings,

conferences, seminars, and the smallest proportion is an individual banquet and a corporate holiday.

In our opinion, this tendency is due to the fact that the city of Poltava is a large educational center with a large number of higher educational institutions, on the basis of which various seminars and conferences are held, and this type of services is in demand. There are not many large enterprises with a high profit in Poltava; therefore there is a low proportion of the motive of the order - a corporate holiday.

 In the course of the survey, it was determined that the largest number of respondents ordered catering services once a year. And only once in half a year and once a month order this type of service 1% of respondents. A tenth of the respondents make orders once a quarter. This is evidenced by the low level of development of large enterprises, but not by the large number of people in the region. After all, according to the statistics of the largest development, catering services were acquired in Ukraine in cities with more than 1 million people and a significant number of enterprises with a large number of employees [*Роздрібна торгівля України у 2014 році*, 2015].

It was established that the service format and the form of serving the banquet greatly influence the demand for catering services (Fig. 3, Fig. 4).

The analysis shows that most consumers make an order for a buffet format (buffet). This is due to the fact that the main purpose of the order - business meetings, conferences, seminars. And when they are spent, they usually arrange a buffet (buffet), which lasts 1-2 hours, often without planting the participants at the tables for eating.

A buffet usually takes place after a presentation, a report, a business part of the event, and sometimes during a business part with a partial servicing of waiters [П’ятницька ред., 2011].

Service type by type - the banquet is in lower demand from consumers, and the demand for a cocktail type service format is absent.

Influence of the form of serving the banquet on the demand for catering services is presented in Fig. 4.

In this case, the form of serving the banquet does not have a significant effect on the formation of demand for catering services.

This tendency is due to our opinion that consumers of catering services do not

have information about the existing forms of a banquet, because they were not served in these forms.

It should be noted that one of the essential factors influencing the demand for catering services is the scale of the order (Figure 5). It is by this indicator that you can market segmentation for catering services. It is established that the largest share is the scale of orders, estimated from 10 to 20 people. The second place - from 20 to 50 people. Orders for up to 10 people, from 100 people or more were not conducted. This is due to the fact that in Poltava, catering services on a large volume of orders are organizationally complex, as there are no specialized catering companies.

Mainly restaurant enterprises provide catering services as additional. At the same time, enterprises of the restaurant industry do not have the proper equipment and furniture to be able to carry out activities for a large number of people.

Orders for up to 10 people are not cost-effective for businesses and expensive for consumers.

One of the main differences in catering services from restaurant services is, above all, the place of service provision. At restaurant enterprises such as restaurant - the services are provided in the restaurant room, and at the catering companies, the services are provided at the customer's place.

Therefore, one of the essential factors in studying the demand for catering services is the venue for the event (Fig. 6).

Data analysis shows that the most frequently ordered catering services in the room, which is rented for a banquet and at the customer's premises. This type of service was not ordered to nature and home. That is, the most advantageous commercial offer is the offer of custom-made services for the company and the rented premises for a banquet.

The influence of the type of cuisine on the choice of catering services is ambiguous. (Fig. 7).

The largest share is made up of consumers who prefer the dishes of several cuisines. The second place is consumers who would like to see dishes from one cuisine in the menu. The third place is occupied by consumers who prefer the national dishes of the peoples of the world. Vegetarian cuisine for residents of Poltava is not acceptable.

That is, for the interviewed respondents, menu items should not be sophisticated and spicy, but traditional and nutritious. This is a contingent of consumers with a prevailing taste that does not want to experiment by changing their preferences.

One of the important issues in ensuring the competitiveness of enterprises providing catering services is the study of factors that influence the competitiveness and demand of catering services in the segment of the market of Poltava. The analysis of factors is shown in Fig. 8, Fig. 10, Fig. 11.

 In the questionnaire survey respondents found that the most important factor that influences the choice of catering services is the complexity of services.

The second place is the factors - the price of services, the range of dishes in the menu and the courtesy of the staff. Respondents also highlighted the image and prestige of the company and the speed of service. This is due to the fact that the main difference of catering services from the services that consumers receive in a restaurant is the complexity of services: leisure organization, catering outside the restaurant. Consumers have always paid attention to the prices and assortment of dishes in the menu, because they are the main factors that directly affect the demand and, consequently, the competitiveness of the enterprise.

An important issue in studying the demand for the services under study is the sources of information about catering services (Fig. 9). It can be argued that respondents receive information mainly from the recommendations of customers catering. The second place is taken by newspapers and magazines and the third place is e-mail. There is no information on television, on whiteboards and flyers. This is due to the fact that the listed three sources of information refer to sources with a high level of pricing policy. And as the market of catering services has a low level of development in the region under study, the expediency of placing advertising in the last types of sources of information is considered low.

When investigating the negative factors that affect the competitiveness of catering services, most noted by consumers (Fig. 10) are: unsatisfactory food, high prices, poor organization of events, small portions of dishes.

Among the positive factors, respondents highlight first of all - the availability and promptness of receiving services, - the optimal ratio of price and quality, high quality service - service (Figure 11).

We also believe that the availability and efficiency of catering services is a major factor in the work of catering establishments. First of all, the service requires efficiency and availability so that the client receives the service in a timely manner.

In addition, this type of service often involves unpredictable situations. For example, food is spoiled during transportation; the manager must be able to quickly get out of an unpleasant situation.

The main issue in the study of the competitiveness of catering services in the city of Poltava is the question of the demand for this type of services (Fig. 12).

It should be noted that half of respondents believe that catering services are unambiguously in demand. Others (40%) believe - most likely, will be in demand. That is, in our opinion, the market of catering services in Poltava needs to be developed. First of all, to carry out advertising measures on the commercial catering offer, secondly, to arrange tasting for customers of catering services [[Кирніс,](http://www.irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe?Z21ID=&I21DBN=UJRN&P21DBN=UJRN&S21STN=1&S21REF=10&S21FMT=fullwebr&C21COM=S&S21CNR=20&S21P01=0&S21P02=0&S21P03=A=&S21COLORTERMS=1&S21STR=%D0%9A%D0%B8%D1%80%D0%BD%D1%96%D1%81%20%D0%9D$)  2013].

 Experts were asked to rank the following indicators for conducting the diagnosis of competitiveness of restaurant enterprises, which provide catering services in order to identify the main external factors that affect the competitiveness of enterprises: (х1) - inflation rate; (x2) - solvent demand; (х3) - the population in the studied region; (х4) - policy of local authorities; (х5) - state and development of industry in the region; (x6) - saturation of the market; (х7) - a favorable climate for cooperation; (x8) - development of innovations; (x9) - favorable investment climate; (х10) - development of the infrastructure of the region.

 Taking into account expert assessments, a composite matrix of the results of the ranking of external factors of competitiveness was compiled.

         As a result of the survey, a matrix of ranked distribution of the selected ones was created factors of the environment to ensure competitiveness enterprises that provide catering services in tabl. 1

Table 1. - Matrix of ranks of indicators of external factors of competitiveness in catering enterprises of Ukraine in 2012

|  |  |
| --- | --- |
| Experts | Indexes |
| х1 | х2 | х3 | х4 | х5 | х6 | х7 | х8 | х9 | х10 |
| LLC "Regional Catering Company" | 2 | 5 | 10 | 6 | 8 | 9 | 3 | 7 | 4 | 1 |
| Ltd "PhK Catering" | 7 | 10 | 4 | 6 | 3 | 8 | 5 | 7 | 1 | 5 |
| Orion Catering Ltd. | 8 | 7 |  2 | 5 | 3 | 4 | 1 | 6 | 10 | 9 |
| LLC "DR. RODGER CAYERING SERVICE INTERNEYSHANEL » | 7 | 8 | 9 | 4 | 6 | 2 | 3 | 1 | 5 | 10 |
| LLC "Tiger Catering" | 7 | 8 | 1 | 6 | 3 | 5 | 2 | 4 | 9 | 10 |
| Sum of ranks | 31 | 38 | 26 | 27 | 23 | 28 | 14 | 25 | 29 | 35 |
| Deviation from the average amount of ranks | 3,4 | 10,4 | -1,6 | -0,6 | -4,6 | 0,4 | -13,6 | -2,6 | 1,4 | 7,4 |
| Square deviations from the average amount of ranks | 11,56 | 108,16 | 2,56 | 0,36 | 21,16 | 0,16 | 184,96 | 6,76 | 1,96 | 54,76 |
| Rank of the sign | 3 | 1 | 7 | 6 | 9 | 5 | 10 | 8 | 4 | 2 |

Average sum of ranks of all competitive characteristics – 27,6

According to Table 1 we calculate the coefficient of competitiveness of such an algorithm:

$$К\_{м}=100-V\_{м},$$

$V\_{м}$=$\frac{σ\_{m}×100}{\overline{x}}$,

$σ\_{m}$=$\sqrt{\frac{\sum\_{}^{}(x-\overline{x})^{2}}{n}}$,

$К\_{м}$ - coefficient of competitiveness;

$V\_{м}$ - coefficient of variation on competitiveness;

$σ\_{m}$- mid-square deviation for competitiveness;

$x$ – sum of ranks for each factor of competitiveness;

$\overline{x}$ - average rank of all factors of competitiveness;

$n$ - the number of objects being studied.

$σ\_{m2012}$=$\sqrt{\frac{392,4}{5}}$=8,86;$ V\_{м2012}$=$\frac{8,86×100}{27,6}$=32,10;$ К\_{м2012}$=100-32,10=67,90.

We will conduct a study of similar indicators in 2016 (Table 2).

Table 2. - Matrix of ranks of indicators of external factors of competitiveness at catering enterprises of Ukraine in 2016

|  |  |
| --- | --- |
| Experts | Indexes |
| х1 | х2 | х3 | х4 | х5 | х6 | х7 | х8 | х9 | х10 |
| LLC "Regional Catering Company" | 10 | 9 | 3 | 7 | 8 | 5 | 2 | 6 | 1 | 4 |
| Ltd "PhK Catering" | 9 | 10 | 4 | 6 | 8 | 2 | 3 | 7 | 1 | 5 |
| Orion Catering Ltd. | 8 | 9 | 2 | 7 | 6 | 4 | 1 | 3 | 10 | 5 |
| LLC "DR. RODGER CAYERING SERVICE INTERNEYSHANEL » | 8 | 9 | 4 | 5 | 6 | 2 | 3 | 1 | 7 | 10 |
| LLC "Tiger Catering" | 7 | 8 | 1 | 6 | 5 | 3 | 2 | 9 | 4 | 10 |
| Sum of ranks | 42 | 45 | 14 | 31 | 33 | 16 | 11 | 26 | 23 | 34 |
| Deviation from the average amount of ranks | 14,5 | 17,5 | -13,5 | 3,5 | 5,5 | -11,5 | -16,5 | -1,5 | -4,5 | 6,5 |
| Square deviations from the average amount of ranks | 210,25 | 306,25 | 182,25 | 12,25 | 30,25 | 132,25 | 272,25 | 5,06 | 20,25 | 42,25 |
| Rank of the sign | 2 | 1 | 9 | 5 | 4 | 8 | 10 | 6 | 7 | 3 |

Average sum of ranks of all competitive characteristics 27,5

$σ\_{m2016}$=$\sqrt{\frac{1213,31}{5}}$=15,58; $V\_{м2016}$=$\frac{15,58×100}{27,5}$=56,65;$ К\_{м2016}$=100-56,65=43,35.

The results of the study showed a decrease in the competitiveness factor, which is negative for the enterprises of the restaurant industry, which provide catering services.

The generalizations of external factors of competitiveness, selected by employees of enterprises of the restaurant industry, which provide catering services are presented in Table 3.

Table 3. - Ranking of external factors of competitiveness of restaurants enterprises providing catering services

|  |  |
| --- | --- |
| Factors | Ranking |
| 2012 year | 2016 year |
| Inflation rate | 3 | 2 |
| Powerful demand | 1 | 1 |
| Number of population | 7 | 9 |
| Local government policy | 6 | 5 |
| Status and development of the region's industry | 9 | 4 |
| Saturation of the market | 5 | 8 |
| Favorable climate for cooperation | 10 | 10 |
| Innovation development | 8 | 6 |
| Favorable climate for investment | 4 | 7 |
| Development of the infrastructure of the region | 2 | 3 |

Analysis of data shows that in 2012, the following places are occupied by the following external factors: favorable climate for cooperation, state and development of industry in the region, development of innovations. The first places occupy - solvent demand, the development of the infrastructure of the region and the level of inflation. In 2016, the ranks have some changes, so in the last places - favorable microclimate for cooperation, population and market saturation. The first places - solvent demand, the level of inflation, the development of the infrastructure of the region, occupy the same position as in 2012.

As the main internal factors that affect the competitiveness of restaurant enterprises, which provide catering services, we have selected the following indicators:

(х1) - clarity of definition of the boundaries of the project; (x2) - precise time planning; (х3) - compliance with quality standards; (x4) - focus on achieving the result; (x5) - Employee interest and creative approach; (x6) - ethics of enterprise and entrepreneurial activity; (х7) - the image of the enterprise; (х8) - the presence of feedback; (х9) - flexibility of the enterprise; (x10) - customer orientation; (x11) - process digitization.

Similarly, we are conducting studies to determine the priority of indicators that ensure the competitiveness of the factors of the internal environment for 2012 (Table 4).

 Table 4. - The matrix of indicators of internal factors of competitiveness in catering enterprises of Ukraine in 2012

|  |  |
| --- | --- |
| Experts | Indexes |
| х1 | х2 | х3 | х4 | х5 | х6 | х7 | х8 | х9 | х10 | х11 |
| LLC "Regional Catering Company" | 7 | 6 | 11 | 10 | 9 | 5 | 3 | 2 | 8 | 4 | 1 |
| Ltd "PhK Catering" | 6 | 5 | 10 | 11 | 7 | 4 | 8 | 3 | 1 | 9 | 2 |
| Orion Catering Ltd. | 6 | 4 |  8 | 10 | 9 | 5 | 3 | 2 | 7 | 11 | 1 |
| LLC "DR. RODGER CAYERING SERVICE INTERNEYSHANEL » | 8 | 6 | 11 | 10 | 9 | 2 | 4 | 1 | 3 | 7 | 5 |
| LLC "Tiger Catering" | 5 | 7 | 3 | 11 | 10 | 6 | 8 | 4 | 1 | 9 | 2 |
| Sum of ranks | 32 | 28 | 43 | 52 | 44 | 22 | 26 | 12 | 20 | 40 | 11 |
| Deviation from the average amount of ranks | 1 | -3 | 12 | 21 | 13 | -9 | -5 | -19 | -11 | 9 | -20 |
| Square deviations from the average amount of ranks | 1 | 9 | 144 | 441 | 169 | 81 | 25 | 361 | 121 | 81 | 400 |
| Rank of the sign | 5 | 6 | 3 | 1 | 2 | 8 | 7 | 10 | 9 | 4 | 11 |

Average sum of ranks of all competitive characteristics – 31.

$σ\_{m2012}$=$\sqrt{\frac{1833}{5}}$=19,15;

$ V\_{м2012}$=$\frac{19,15×100}{31}$=61,77;

$К\_{м2012}$=100- 61,77=38,23.

We will conduct a survey of indicators of the internal factors supporting the competitiveness of restaurant enterprises that provide catering services for 2016 (Table 5).

Table 5. - The matrix of indicators of internal factors of competitiveness in catering enterprises of Ukraine in 2016

|  |  |
| --- | --- |
| Experts | Indexes |
| х1 | х2 | х3 | х4 | х5 | х6 | х7 | х8 | х9 | х10 | х11 |
| LLC "Regional Catering Company" | 7 | 6 | 8 | 4 | 10 | 5 | 3 | 2 | 9 | 11 | 1 |
| Ltd "PhK Catering" | 6 | 5 | 7 | 9 | 11 | 4 | 1 | 3 | 8 | 10 | 2 |
| Orion Catering Ltd. | 6 | 4 |  7 | 9 | 8 | 5 | 3 | 2 | 10 | 11 | 1 |
| LLC "DR. RODGER CAYERING SERVICE INTERNEYSHANEL » | 7 | 6 | 11 | 3 | 8 | 2 | 4 | 1 | 10 | 9 | 5 |
| LLC "Tiger Catering" | 5 | 7 | 3 | 1 | 10 | 6 | 8 | 4 | 9 | 11 | 2 |
| Sum of ranks | 31 | 28 | 36 | 26 | 47 | 22 | 19 | 12 | 46 | 52 | 11 |
| Deviation from the average amount of ranks | 1 | -2 | 6 | -4 | 17 | -8 | -11 | -18 | 16 | 22 | -19 |
| Square deviations from the average amount of ranks | 1 | 4 | 36 | 16 | 289 | 64 | 121 | 324 | 256 | 484 | 361 |
| Rank of the sign | 5 | 6 | 4 | 7 | 2 | 8 | 9 | 10 | 3 | 1 | 11 |

Average sum of ranks of all competitive characteristics – 30.

$σ\_{m2016}$=$\sqrt{\frac{1956}{5}}$=19,78

$V\_{м2016}$=$\frac{19,78×100}{30}$=65,93;

$К\_{м2016}$=100- 65,93=34,07.

By comparing the competitiveness ratios for 2012 and 2016, it can be argued that in 2016, this ratio was reduced by 4 positions. This decrease can be explained by inefficient methods of ensuring competitiveness at enterprises.

The generalizations of the internal factors of competitiveness, selected by employees of the restaurant industry companies that provide catering services, are presented in Table 6.

Table 6. - Ranking of internal factors of competitiveness of enterprises of restaurant economy, which provide catering services

|  |  |
| --- | --- |
| Factors | Ranking |
| 2012 year | 2016 year |
| The clarity of the definition of the boundaries of the project | 5 | 5 |
| Exact time planning | 6 | 6 |
| Compliance with quality standards | 3 | 4 |
| Targeting achievement | 1 | 7 |
| Employee interest and creative approach | 2 | 2 |
| Ethics of enterprise and entrepreneurial activity | 8 | 8 |
| The image of the enterprise | 7 | 9 |
| The presence of feedback | 10 | 10 |
| Flexibility of the enterprise | 9 | 3 |
| Customer orientation | 4 | 1 |
| Digitalization | 11 | 11 |

From tabl. 6 shows that in 2012 the following internal factors are the first places: the focus on achievement of results, employee interest and creative approach and compliance with quality standards, last but not least: enterprise flexibility, feedback, dedjitalization. In 2016, the indicators described above have changed their rating. So the first places occupy respectively: customer orientation, employee interest and creative approach, enterprise flexibility. Recent places: the image of the enterprise, the presence of feedback, digitalization.

That is, the analysis of the impact of both external and internal factors on the competitiveness of restaurants in catering services has shown in both cases a reduction in the competitiveness factor of restaurant enterprises, which necessitates the development of an effective method of ensuring competitiveness.

In our opinion, an important component of the growth of the competitiveness of the enterprise is the improvement of the skills of the managerial staff.

In today's conditions, the requirements for personnel management are sharply increasing. This is due to the fact that the role of the employee, who turns from a passive performer to an active participant in production, changes in the role of the employee, he may wish to participate in the management, decision making, not only tactical, but also perspective value. Human factor becomes the main factor of production, and the cost of personnel, its development are considered as the priority investments of entrepreneurs [Данилишин та Куценко, 2004, с.28-34].

The interdependence of strategic priorities in personnel management and the content of personnel management is depicted in Fig. 13.

**Strategic Priorities in Personnel Management in Ukraine**

**Global Trends in Strategic Priorities in Personnel Management**

- the transition of mankind from the industrial to the information society;

- recognition of the ability to creativity and innovation as a priority factor in the growth of material and spiritual wealth;

- aggravation of international competition in the labor market

- orientation of the personnel policy on the intellectualization of labor;

- creation of effective incentives for intellectual and educational development of personnel;

- orientation towards professional competence development;

- motivation of innovation work

**Changes in the content of HR management in Ukraine**

**In pay**

**In motivation**

**In personnel policy**

high wages of qua-qualified personnel;

individualization of wages in accordance with the quantity, quality and results of labor;

the priority of the assessment of mental labor in comparison with the physical

formation of stimulation of development of educational and professional abilities of the employee;

promotion of innovation activity;

formation of incentives for effective work

strengthening the emphasis on taking into account the coefficient of intellectual development of an employee;

assistance in the formation of professional competence;

support for the desire to study

**Figure 13. Interdependence of strategic priorities in personnel management and management content**

Theoretical and methodological and economical-organizational aspects of personnel management are considered in the works of domestic and foreign scientists such as: O. Amosov, M. Armstrong, T. Bazarov, D. Bohin, O. Vihansky, V. Gerasimchuk, V. Grinova, O. Egorshina, G. Emerson, J. Ivantsevich, O. Kibanova, A. Kolot, S. Oborskaya, Yu. Odegova, N. Pavlovskaya, I. L. Petrova, V. Ponomarenko, F. Taylor, V. Travina, A. Fayola, Yu. Tsipkin, Z. Shershnyova, G. Shchokin, etc., but many issues remain relevant for studying and in our time. Among them, the following can be defined: determining the dependence of the strategy and policy of personnel management on the general strategy of the organization's development. Formation of socially-directed management in Ukraine at enterprises of various industries and forms of ownership requires further research of this complex multifaceted problem both in the theoretical and practical aspects.

Professional development is a systematic renewal and deepening of professional knowledge, skills and abilities on the specialty, profession, and intellectual and cultural level of specialists.

When forming a system of advanced training it is necessary from an economic point of view to decide on how narrow it is to specialize training of skilled personnel or to orient it to a wide range. If the essence of staff training is limited to the area of ​​knowledge that is relevant at a certain point in time for a particular workplace, then this, although cost-effective in the near future, however, is due to the ability to lose the ability to adapt to the requirements put forward to work.

It is essential and important to make a decision on investing in advanced training. Effectiveness of the contribution to human capital, in particular for advanced training, can be considered similarly to the efficiency of investments in new technologies, equipment, securities, etc. It should be borne in mind that such investments can be carried out both by individuals and by the organization as well as by the state. In any case, it is necessary to compare the amount of training costs and possible benefits from the investor acting as an investor. The value of the contribution to advanced training can be represented as follows [Камаева ред., 1993, с.82]:

, (1)

 С – the value of investment in advanced training;

 N – the number of years of working life after qualification improvement;

 Rt – additional income in the t year as a result of advanced training;

 t – internal rate of efficiency of investments in advanced training,%.

Competitive advantages in investing in advanced training can be: expected increase in wages through the acquisition of new knowledge; change of social status; advancement in career ladders, which contributes to improving personal well-being to a certain extent.

It is also necessary to take into account the time division of the benefits of the advanced training, as the effect can last all the working life, since the use of new knowledge in the work.

Taking into account the aforementioned, qualification improvement is an important part of the professional development of the personnel. In fig. 14 presented a mechanism for managing the process of professional development of personnel.

A key stage in the management of skills development is the definition of the needs of the organization by identifying the discrepancy between the professional knowledge and skills (competencies) that the organization's staff must possess to realize its goals, both in the present and in the future, and with the knowledge and skills that it possesses in reality.

Defining the strategic objectives of the organization, its mission and purpose of the activity

Defining the objectives of personnel management and the direction of personnel development

Development of criteria of competence and assessment of the employee's perspective in terms of his professional development

Selection of personnel in the areas of professional development

Professional improvement through advanced training

Promotion position

The essence of programs of advanced training

Methods of training in advanced training

Evaluating the effectiveness of continuing education

Planning for job promotion

Formation of vacancies

Occupation of a new post

Personnel Development Programs

Staff development budget

Staff plan

**Figure 14. Management of advanced training as part of the process of professional development of personnel**

The training needs are due to the difference between the level of qualification and the knowledge necessary for the performance of this work, and the knowledge that the executing employee actually owns. Requirements are formed on the basis of the needs of the personnel development of the organization, as well as the need for employees to carry out the organization of current production responsibilities. The sources of information on the needs for advanced training are: individual development plans, orders and wishes of the employees themselves, company development strategy. Stages of this work are presented in Fig. 15.

**Stage1**

Study of the dynamics of the environment

**Stage 2**

Definition of the development of technology and the latest technologies affecting products, services and production methods

**Stage 3**

Formation of the organization's development strategy

**Stage 4**

Determination of management capacity requirements

**Stage 5**

Formation and classification of necessary knowledge and skills

**Stage 6**

Formation of programs for seminars, business seminars, trainings

**Figure 15. Stages of the definition of needs in the organization of advanced training**

**Conclusions**

The study and analysis of demand for catering services in the city of Poltava was conducted. The main factors influencing the demand for catering services are established.

The results of the survey reflect the specifics of demand for catering services and make it clear that the catering market is not saturated and needs development and segmentation.

The application of these studies should be aimed at developing a methodology for ensuring the competitiveness of enterprises providing catering services.

The external and internal factors that have a significant impact on the competitiveness of restaurant enterprises are determined. As a result of the analysis of the questionnaire survey of managers of 5 catering companies, a matrix of rank of external and internal factors was created, their ranks were determined and based on the established data, and the coefficient of competitiveness of catering enterprises was calculated. Due to the research methodology it is advisable for a particular company to pay attention to important factors and to take into account their influence in planning, organization and implementation of measures to ensure competitiveness.

The scheme of personnel development is offered and the stages of determining the need for advanced training are developed. Raising the skills of employees will help achieve high personal results, increase the quantitative and qualitative indicators of ensuring the competitiveness of the enterprise.

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