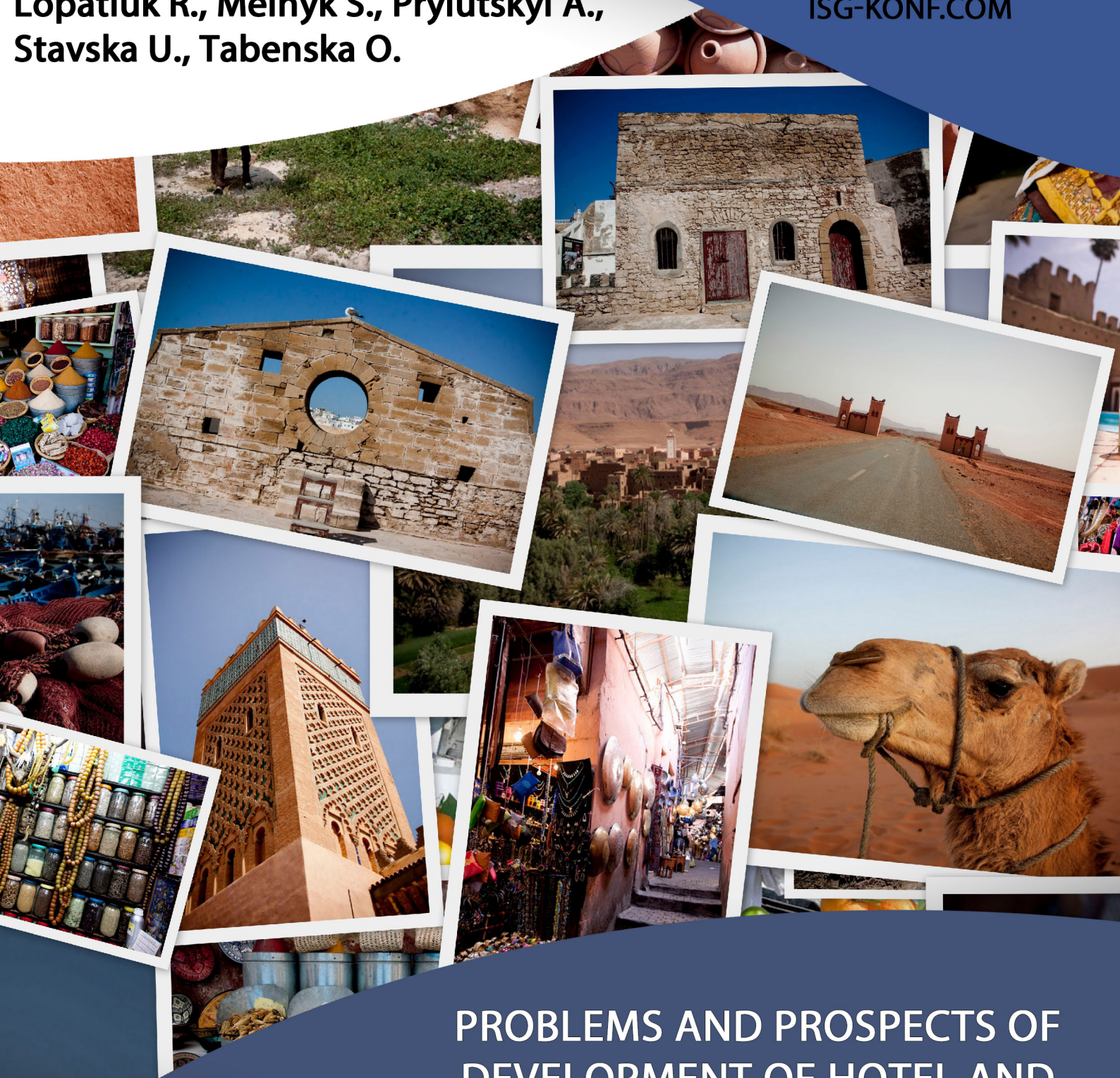




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Holovnia O., Zakharova T.,
Lopatiuk R., Melnyk S., Prylutskyi A.,
Stavska U., Tabenska O.



**PROBLEMS AND PROSPECTS OF
DEVELOPMENT OF HOTEL AND
RESTAURANT AND TOURIST
INDUSTRY IN THE CONDITIONS
OF INTEGRATION PROCESSES**

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INTRODUCTION

The development of the world economy indicates the growth of its integration and integrity through the deepening of specialization and cooperation of countries and business entities. Integration appears as an inevitable, objectively determined process that covers most spheres of economic life in the world, and takes place according to its own laws, general principles and goals, taking into account the various grounds, conditions and levels of such integration.

Today, we can observe two mutually exclusive features of integration processes: globalization of the world economy and simultaneous national protectionism, which has gained considerable influence in the last decade. We are observing, on the one hand, the strengthening of integration processes in the world economy in all spheres of social life, there is a reassessment of the system of risks for the modern state and, most importantly, we are witnessing an increasing pragmatism of relations between countries, the basis of which is dominated by economic factors.

At the same time, significant changes are taking place in the field of hospitality and tourism. The diversification of hospitality and tourism services, the development of the hospitality and tourism industry in new territories and competition in the market require the governments of different countries to reconsider their attitude to the development of this industry and to approach the development of its strategy more seriously. In modern conditions, the governments of many countries pay more attention to the formation of strategies for the development of regions, including strategies for the development of the hospitality and tourism industry.

Considering the fact that the field of hospitality has changed significantly in recent years and continues to change, we have seen modern trends in the field of tourism and the hospitality industry, which are definitely relevant.

The strategy for the development of the hospitality sector should harmoniously complement the socio-economic strategy of the country and combine the solution of priority socio-economic tasks: increasing the scientific, technical and innovative

potential; increasing investment attractiveness and economic stability; improving the quality of life of residents.

It should be noted that the first sector of the world economy affected by the global pandemic of COVID-19 is tourism. In the current conditions of the global pandemic, it is obvious that tourism is losing employees and customers due to the impossibility of flights to different countries and the risk of contracting the disease from COVID-19. Nevertheless, even in this situation, you can find a way out: to reorient from outbound tourism to domestic tourism and discover your country from a completely different side.

At the same time, the economic consequences of the war in Ukraine are felt all over the world. Russian aggression has put pressure on global commodity prices, exacerbated disruptions in supply chains, and fueled inflation in most countries around the world. The world economy will lose a trillion dollars this year alone due to Russia's invasion of Ukraine.

The presence of unsolved problems and the contradictions of certain issues, the theoretical and practical significance of researching the management processes of enterprises in the tourism sphere and the hotel and restaurant business determined the choice of the topic of the collective monograph. The topic of the study was chosen taking into account the importance for the development of the tourism sphere and the hotel and restaurant industry of Ukraine of the processes of unification and integration of enterprises, the formation of new formats and management structures in accordance with the objective requirements of world hospitality standards.

The authors offer a monograph that is a summary of scientific searches and achievements regarding the results of research work of the Department of Management of Foreign Economic Activity, Hotel and Restaurant Business and Tourism of the Vinnytsia National Agrarian University on the initiative topic "Problems and prospects of the development of the hotel, restaurant and tourism industry in the conditions of integration processes".

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CHAPTER 6. INNOVATIVE ACTIVITY IN THE RESTAURANT INDUSTRY

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6.1 THE ROLE AND ESSENCE OF INNOVATION IN THE RESTAURANT BUSINESS

Catering is one of the most promising and fast-growing sectors of Ukraine's economy. The turnover of the catering market is growing dynamically and is generally positive. At the same time, the dynamics of market relations is growing instability of the operating environment of enterprises, put forward a number of new management requirements, putting forward on the foreground of the problem of improving their efficiency.

Relationships between enterprises, organizations and these industries are formed on the basis of market laws, where conditions are dictated by the demand and supply of goods and services. In that at the same time, the basics of economic independence of enterprises and their responsibility for the results of economic activity, lead to the need to develop such an evaluation system goods and services offered on the market, which would ensure competitiveness, high efficiency and stability of their work. For the normal functioning of the market environment of any enterprise, including food companies, it is necessary to develop the following rules and methods of work that will help achieve cost-effective achievement of goals. They should allow: to determine the conditions of competitive advantage; consider interdependence of the main factors determining the supply and demand in this market segment; form such range of products offered to consumers and services that would ensure the systematic receipt of boot; provided the most rational use capital investments in enterprises.

Today, many restaurateurs are actively looking for new direct business development by diversifying it. Increasing competition and a high level of rental rates on premises, especially in large cities, change the usual development strategy for companies. The cost of business is increasing, so the steps of companies are becoming

more rational: they no longer seek to take any place in center, as previously done for advertising purposes, and calculate the cost-effectiveness of each step.

Catering in Ukraine exists and develops in different socio-economic forms, so it is necessary to distinguish between the concepts of catering, as in the field of trade. The sphere of public catering except for public catering enterprises of various forms of ownership includes all forms of socially organized meals for the village in children's preschools, hospitals, rest homes, sanatoriums, tourist bases, etc. [103].

Catering as a sub-sector of trade covers enterprises of state, private, joint-stock and cooperative trade. The main task of these enterprises is to provide paid services to the population in the form of socially organized food.

Dividing the catering system into two sectors: municipal and commercial, we can identify the main trends in the development of this industry.

On the one hand, there is a reduction in the number of publicly available canteens, the practical absence of dietetic enterprises. The maximum share of state-owned catering enterprises are canteens at industrial enterprises, educational and higher education institutions, hospitals and other budget enterprises sector of the economy, such enterprises are closed or semi-closed, which means that their activities depend entirely on economic condition of the organization on the basis of which they are located.

On the other hand, the commercial sector presents a different picture. If we consider the activities of commercial organizations at the present stage, there are several characteristic periods of development of this sector of public catering. Each of these periods was characterized by its own specific features:

1. One of the most important functions of restaurant business at an early stage of development of the restaurant market in the first next was status, later it was replaced by great utilitarianism and differentiation. Otherwise We can say that the first restaurant renovations were created taking into account the interests and focused on quite a certain clientele - representatives of "wild business", criminalized structures, individual employees of foreign companies operating in the Ukrainian market, a small

layer of Ukrainian employees high-income enterprises. This situation was typical for both Kyiv and the Ukrainian regions period somewhere before 1995-1997.

2. Next, before the crisis of 1998 and after the restaurant the market is beginning to acquire more civilized features that are expressed primarily in the awareness of the restaurant services as more utilitarian and aimed at meeting food needs and just having a good time. Yes The situation becomes possible when a significant layer of people who are able to pay for a restaurant visit begins to form. This is what is called the average class. As soon as the restaurant service becomes mass, it is acquires more democratic features. In other words, out of a hundred, it becomes more mundane, and if not mundane, then at least going to a restaurant is no longer an event, solemn event.

3. After the August crisis of 1998, many catering establishments simply went bankrupt, and only fewer

half of those who existed before the default were able to survive difficult times. In such an economic situation most such restaurants turned out to be adapted, in which at the development of their concept initially managed to lay the "survival potential". The secret of such restaurants in the following factors:

- variable menu;
- low overhead costs;
- adjustable cost of meals;
- promptly forecast markup, which is adjusted under specific conditions;
- staff structure, etc.

4. Since 2000, the situation has changed dramatically and the restaurant business has begun to attract more and more investors from various fields of business. This is due primarily to with the attractiveness of this market in economic conditions well-being and huge opportunities to obtain stable income throughout its existence restaurant.

According to analysts, the main trends in the HoReCa industry in 2017–2020 will be [105]:

1. High growth rates. For the next two or three years they will remain at the level of 20–30% per year, and in some regions of Ukraine up to 60%. As a result, an increase is expected competition.

2. Growing demand for products of hospitality and entertainment enterprises. Now its rate is 3-5% per year and it is expected to increase. This is a consequence of the rising level solvency of the population, ie the quantitative increase of the middle class of society.

3. Increasing demand from potential guests. This is in line with a previous trend. It leads to the need to pay much more attention to quality improvement all aspects of working with guests. In this regard, staff and quality improvement are of particular importance enterprise management.

4. Increase in investment, both in total and and for individual projects. This causes not only quantitative growth of enterprises, but also quality. It necessarily need to take into account current market players.

5. Uneven development, as by market segments, and by territories. The democratic segment will grow at a faster pace, while the elitist segment, on the contrary, will grow at best, retain existing positions. The lower price level is likely to maintain the status quo.

6. Entering the market of new players from other types of business. This will increase competition. First, "at the bun", not burdened with the burden of "traditions" of the restaurant business, can make completely unexpected offers to guests. Second, it will exacerbate the staffing problem as middle and senior managers since new players tend to offer significantly higher pay.

7. Difficulties with legislation and interaction with the authorities. They are likely to remain in existence

state, because in this area quite clearly worked out all rules of the game, and revolutionary changes are not expected. The movement of business towards the exit from the "shadow" to the maximum is intensifying possible level. This can significantly undermine the position of those who will not start moving on time.

8. Inconsistency of prices and quality of service in comparison with world indicators. This is a situation with increasing competition and demands of potential guests will change rapidly in the direction of world indicators. Whoever starts earlier will undoubtedly win in terms of competitive advantage.

9. Development of new for Ukraine types of profile business. For example, today the growth of the corporate market food is 30% per year. It is mastered by Kate ring companies. Its potential capacity in the country is about 10 billion a year. Now it is not mastered more than 20%.

10. As the market grows, rental rates for restaurant businesses will increase. This is a fact due to another and corruption.

According to forecasts, the trend will intensify in the coming years in recent years - the growth of turnover in the segment of "fast food" - the most affordable - and different democratic formats in the middle price segment.

The crisis has contributed to the fact that the fashion for big waste and road rage has passed. Now buyers pay more attention to quality cuisine than the prestige and elite of the restaurant. The crisis gave

The catering market is a new impetus for development by shifting the demand for food to a cheaper segment. Entrepreneurial start of the restaurant business does the central figure of the entire investment process - the client of the restaurant (bar, cafeteria), meeting the needs of which all further actions are subject. The restaurant business is in constant search of the study and systematization of the obvious needs of man and seeks to meet them on a modern technological basis. On the other hand, the conditions of competition dictate to the restaurant business the need to shape in new tastes, habits and consumer preferences in the public consciousness. The restaurant business in this contributes to the formation of a new one culture of consumption and new needs [109].

The most important conditions for increasing turnover, and how the consequence of this increase in the efficiency of the restaurant is:

- study of consumer demand;
- expansion and updating of the range of own products production;

- carrying out of advertising actions and marketing research;
- organization of additional places for servicing divers in the summer;
- full and rhythmic supply of raw materials, goods;
- increasing the capacity of dining halls due to advanced forms of service, improving the mode of operation;
- provision of qualified labor resources, advanced training of employees;
- provision of equipment and its efficient use;
- raising the culture of service;
- introduction of new technologies of preparation of production catering;
- introduction of industrial production methods semi-finished products and increase the degree of security enterprises.

How to organize work and promote the restaurant on the market services so that the results of its activities are effective, depends on its individual characteristics: directions kitchens, pricing policy, design of trade halls, location, quality of service and a number of other factors. From the attractiveness of the restaurant for visitors, its attendance, the number of regular customers and, hence, sales of restaurant services.

Increased competition makes all modern business highly innovative. During the second half of the twentieth century. and the beginning of XXI there is an acceleration of the pace innovation and growth of innovation in all sectors of the economy, including the tourism sector and service.

The activity of any enterprise, including a restaurant, is a process of constant, continuous renewal, based on creative thinking and mastering the accumulated experience. It is always present in the activity of any firm element of the new: with a certain degree of novelty are those or other labor operations, updated style of work of me jer, etc. Mastering the new is an integral part of the routine work of enterprises and any non-profit organizations [105].

Restaurant automation allows avoid damage, but is not a panacea for all ills. And yet it is necessary measure to avoid. In general, thinking about the functionality of the automation system, it should be noted interesting trend: in addition to performing its direct functions, the system in the restaurants and business of the entertainment

industry is also element of status, the image of the institution, like the acoustics of the class hi-end or prestigious design solution.

The stages that a restaurant company goes through in the field of services on the way to innovation are shown in Table 2.1.

Table 2.1

The model of the sequence of events that precede change activities in the restaurant business

External forces: Global competition, consumers, competitors, etc.	The need for change Assessment of problems and opportunities definition necessary changes in technology and services, structure enterprises and culture.	Internal forces Plans, goals, problems and need a tour companies.
	Initiating change Facilitating research, creativity, appearance new ideas in the organization of service delivery to the consumer.	
	Making changes Overcoming resistance	

**Source: created by the author based on [104].*

Table 2.1 shows that the main task of the enterprise it is the need to innovate. Improving the efficiency of the restaurant business through innovation management is associated with higher level of organization of current and strategic management aggregate flow processes in this area and can be assessed: by increasing the level of customer service by expanding the range and improving the quality of infrastructure restaurant services; decrease in total and specific costs of restaurant services.

Both of these criteria allow to increase the stability and profitability of enterprises both by increasing the rate of profit from the sale of final services, and by account of the mass of profit as a result of the more desirable for the client ratio "quality - price of service" and increase by on this basis the sales of these services.

The effectiveness of innovation management depends not only from their character and scale, but also from increase potential reserves in the restaurant business are subject to implementation through innovative logistics. For the demand for innovation management in the restaurant business objectively arises in two cases: when you need to maintain or restore the acceptable level of management in a changed situation; when

there is a need to raise the allowable, ie adopted level restaurant flow management, regardless of change situations (with the intensification of competition, the transition to an open system of combining the interests of the firm with public interests). In the first case, restaurant management business is often accompanied by their improvement information support, in the second – application more advanced (optimal) management methods with simultaneous improvement of information technologies. The general trends of their introduction and improvement in Ukraine allow us to speak of positive changes. The role of leaders in the field of multimedia and Internet technologies is firmly established in the restaurant industry services [104].

Innovation and competition have a close (direct and indirect) relationship and interdependence. Innovative stagnation is often associated with the underdevelopment of competitive forces, and vice versa.

Competition (as a struggle for the distribution of economic benefits) is increasingly associated with the emergence of new products and the creation of new markets, the use of new, more advanced technologies.

When conducting competition in the field of tourism, it is not necessary to take into account the division of the tourist market into primary and secondary. The primary market is related to the direction in which the tourism product is provided, and the secondary market is related to territory where this tourist product is sold directly tourist. Thus, the basis of competition in development tourism in the national territories is the primary market, for which competitiveness is achieved through introduction of innovations.

The goals of innovation and innovation development activities in the above market are:

- creation of competitive products and infrastructure;
- provision of services that meet international standards, to form an attractive image;
- creating a brand that allows you to attract a stable flow of tourists, and therefore contribute to the solution economic and social issues of the region and the population, living in its territory.

Innovations allow you to create and develop many lines and indirect benefits, increase the key competencies of entities and the market, improve its external and internal environment.

In this regard, the concept of "innovation competition ", which focuses on innovation as a means of achieving competitive advantage.

Competition in general and innovation competition in particular foster entrepreneurship and initiative in market participants, raises awareness of the role of innovation and focuses on gaining competitive advantages associated with their implementation.

Innovative competition in itself is a special case of competition when advantages are formed based on or using innovative advances and transformations.

In determining the essence of innovative competition in restaurants and other areas of activity can be used explanatory definitions: "competition based on innovation", "competition through innovation", "competition through innovation ", " competition in innovation ".

They reflect certain forms and elements of competitive competition in conditions of innovative competition. Competitors are fighting for markets for tourism products, service providers (accommodation, catering, transport companies), areas of capital, certain types of resources, etc. Such rivalry takes different shape and character.

Innovative competition in the field of public catering is presented as [103]:

- a long process with a dynamic state of the market and industry, associated with the rivalry of the restaurant business for achieving higher economic results activities compared to their competitors due to various benefits that are based on implementation innovation;

- the process of active competition between the subjects of the restaurant business with different market positions and organizational and legal form for the creation of conditions for dynamic and sustainable development through the implementation of results innovation activity.

The subject of competition - a product or service, with the help which rivals seek to win the consumer and his money.

To choose competitors from many bars, restaurants and other various catering establishments, it is necessary to dwell on such factors as the choice of national cuisine, quantity and quality of services provided, the level of advertising activity of the enterprise, location.

Any restaurant is a competitive establishment, because it has a fairly large range of alcohol products, coffee and tea drinks, snacks, salads, hot dishes, desserts, has a cozy atmosphere, where welcomes friendly staff, there is also a summer May danchik. Almost every restaurant has a good enough place location [105].

Competitiveness analysis is performed for seven parameters of food enterprises. Rating parameters is reduced to a table on a 10-point scale (Table 2.2): 10 points - the highest score, 1 point - the lowest score. Comparative analysis data are obtained as a result of a survey of experts (employees of these enterprises).

Also, when inspecting enterprises, a SWOT analysis is performed activities of the enterprise. Situational, or "SWOT-analysis" (first letters of English words: Strengths - strengths; Weaknesses - weaknesses; Opportunities - opportunities; Threats - dangers, threats), can be carried out as for organizations as a whole and for individual types of business. Him the results are then used in the development strategic plans and marketing plans.

Table 2.2

Competitors analysis

Indicators	Restaurant 1	Restaurant 2	Restaurant 3
The image of the enterprise			
Product of quality			
Variety of services			
Restaurant automation			
The level of advertising activity			
Location			
Level of service			
Average rating			

**Source: created by the author based on [109].*

SWOT analysis methodology involves first identifying strengths and weaknesses, as well as threats and opportunities, and further, establishing chain links between them, which in the future, they can be used to develop measures to consolidate strengths and eliminate weaknesses places, for formulating the organization's strategies.

Analysis of the internal potential of the restaurant complex makes it possible to determine its strong and weak business sides, allows to assess their relationship with the factors of the external environment; the main task of external analysis is to identify and understand opportunities and threats that may occur in the present or arise in the future. The list of weaknesses and strengths for each enterprise is purely individual, in fact it is a short, objective and fundamental characteristic of it.

When analyzing the effectiveness of the use of equipment, note that the equipment in the production cycle should be used evenly and economically. Most cooks prefer to use manual labor rather than tools mechanization.

Restaurants independently determine the assortment list in accordance with specialization, available raw materials, season and taking into account consumer demand. The formation of the menu and accounting for the movement of products is often carried out in the "R-Keeper" program.

For each dish, a technical-technological card (TTC) is developed to ensure the correctness of the technological process, the production of high-quality products, and to facilitate the calculation of the amount of raw materials and semi-finished products, necessary for the preparation of products. Process cards (TC) for garnishes are made separately.

When planning the release of food in a restaurant, the popularity of dishes is taken into account, that is, in larger quantities it is planned to release those dishes that are in demand among consumers more often than others.

For the further effective development of the restaurant business the following directions can be suggested [109]:

1. Implementation of a modern type of production process equipment.
2. Development of an effective system of discounts for consumers.

The development of an effective system of discounts - refers to one of the areas of sales promotion, defining specific methods and methods of interaction between the seller and the buyer, which push the customer to buy, in this case restaurant and its visitor.

3. Expansion of the public catering market share in city, due to the opening of a summer cafe. What will allow get an additional source of income and increase the restaurant's competitiveness. By implementing this measure in its activity, the restaurant will not only be able to expand its activities in the field of public catering services city, but at the same time it will be able to create favorable conditions for the rest of the townspeople.

The main trump card of the enterprise, which gives an opportunity to maintain occupied positions, there is an innovative technology for automating the restaurant's activities, which will be implemented on the company two years earlier than competing enterprises. The introduction of automation technology will allow to speed up customer service time, will give an opportunity make and implement management decisions more effectively and will provide the restaurant with a powerful competitive advantage over other players.

The R-Keeper software complex is a modern standard professional automation systems of public catering enterprises: restaurants, cafes, bars and other establishments, both individual and chain. With R-Keeper for restaurateurs available state-of-the-art tools for managing restaurants and points of sale, warehouse and production, optimizing personnel costs, as well as innovative technological solutions for organizing the efficient work of restaurant staff and managing guest loyalty: mobile terminals waiter based on Apple iPod Touch, virtual guest card, electronic menu on an iPad tablet, cash register stations with an additional screen for the guest, an intelligent event video control system for the cash register area, a system of automatic table reservation, CRM system, remote restaurant monitoring system, service automation system deliveries, warehouse automation system and others.

Full automation of the public catering enterprise is provided by two software levels: cash register and managerial. The cashier (operational) level ensures the automation of

the sales process and the formation of the database sales data. Managerial level (restaurant office) responsible for the creation of directories, distribution of access rights, various adjustments of the checkout level, installation report parameters and settings, development and implementation marketing programs, ensuring the necessary interaction with other systems.

To automate warehouse accounting in the R-Keeper system the StoreHouse program is used, which allows you to fully control the production management process in restaurants, cafes and fast food restaurants.

Compatibility of StoreHouse with the accounting system 1C: Accounting allows the user on the basis of documents StoreHouse automatically creates a log of operations and a log of postings in 1C: Accounting. A specialized OLE server provides 1C:Accounting with direct access to StoreHouse data, which simplifies the interaction of these two programs.

The R-Keeper system works on various cash registers and waiter terminals (stations), which are combined into a local the network Stations according to their purpose and functionality opportunities are divided into four types:

- cashier's station;
- waiter's station;
- bartender station;
- manager's computer.

Bars or cash desks are equipped with a cash box, which is controlled by software. As an additional device at bar stations (in full service restaurants service) and at cash registers (in fast-service restaurants) customer displays are used, on which the guest is shown all the current information on the bill.

Various printing devices are also used in the system (fiscal recorders, check and service printers), devices to call the waiter, monitors for the kitchen.

The R-Keeper system has interfaces with external ones systems:

- 1C: Accounting 7;
- 1C: Accounting 8;
- the management accounting system Capital 2008: Restaurant;

- bowling control system Brunswick, AMF & QUBIKA;
- video surveillance system "Intellect";
- the Restorun table reservation system.

The R-Keeper system also has software interfaces complexes UCS-Premiera (ticket system for movie theaters), Shelter (hotel management), Game-Keeper (management game entertainment center), Subscription (management fitness club, water park).

Technical parameters of R-Keeper:

1. All software modules work in 32-bit mode.
2. The cash register client can work in Windows and Linux.
3. Automatic update of drivers and main program at the stations.
4. Secure data storage is used format and Microsoft SQL Server.
5. All directories are synchronized automatically. For some guides, for example, those related to taxes, a fixed synchronization has been implemented.
6. Continuation of the waiter station after disconnection and restoration of communication.
7. The database of directories and the accumulative database of broadcasts is managed by the directory server, which is not mandatory for the operation of waiter stations.
8. Several management stations can be connected to each directory server.
9. Built-in Object Pascal language interpreter.
10. Support for TCP/IP network protocols.
11. The possibility of creating your own MCR algorithms and checking their operation in a separate directory window.

The main technical characteristics of the cash terminal:

- processor: AMD586–133;
- RAM: 8 MB;
- hard disk: more than 6 GB;
- power supply: 220 V, 50 Hz;
- power consumption: 70 W;

- failure time: at least 150,000 hours (approx availability of preventive maintenance);
- integrated single-station printer;
- thermal printing on thermal paper with a width of 80 mm (optional matrix printing on ordinary paper with a width of 76 mm, optionally without a printer, with a flat field for an external printer);
- operator display: 25 cm diagonal, flat, color, liquid crystal;
- keyboard: 93 keys;
- magnetic card reader: for the 1st and 2nd lanes;
- buyer's display (optional): vacuum-fluorescent (green symbols on a black background);
- ports: 3 RS-232, 1 LPT, 1 customer display, 1 Ethernet (local computer network), +24 V power output for external POS printer;

Dimensions: width 360 mm, depth 50 mm, height 430 mm. Cash box: width 320 mm, depth 540 mm, height 115 mm. Net weight: 14 kg, money box 6 kg.

The R-Keeper warehouse accounting system allows you to significantly reduce product purchase losses, which reduces the cost of products by an average of 5%.

Implementation of the R-Keeper system at the enterprise allows:

1. Increase net profit.

2. Increase the efficiency of the cashier's work:

- reduction of labor costs for reporting to a minimum 50 times;
- calculation of daily revenue "manually" ~ 1–1.5 hours;
- calculation of daily revenue of "R-Keeper UCS" ~ 0.5 s;
- breakdown of revenue by waiters "manually" ~ 1:00;
- revenue breakdown by "R-Keeper UCS" waiters ~ 1 p.

3. Increase the efficiency of the accountant's work:

- calculation of the number of dishes sold per day "manually" ~ 1–1.5 hours;
- calculation of the number of dishes sold per day "R-Keeper" ~ 0.5 s;
- calculation of products spent per day "manually" ~ 1.5 hours;
- calculation of R-Keeper products consumed per day ~ 1.5 s.

4. Improve the work of waiters.

Even with the presence of calculator accountants, even 50% of the information processed automatically by R-Keeper could not be processed. This is evidenced by the comparison data: receipt of a complex analytical report for 6 months. "Manually" - almost impossible; obtaining a complex analytical report for 6 months. "R-keeper UCS" - 6 p.

Thus, the implementation of the R-Keeper system allows to increase profits and staff efficiency, and there is a powerful competitive advantage.

6.2 INCREASE MEASURES EFFICIENCY OF RESTAURANT WORK

Activity I. Improvement of the production process by implementation of modern equipment.

One of the sources of economic growth of the enterprise there is an increase in the efficiency of the use of fixed assets, which at the catering enterprise manifests itself in an increase in the volume of turnover, profit, and savings in labor costs. Intensive use of fixed assets provides an opportunity to receive public catering products without additional capital costs.

The introduction of new technology is one of the most important directions of scientific and technical progress and improvement of the commercial activity of the restaurant.

Event II. Introduction of a flexible system of discounts in the restaurant. A flexible system of discounts should be created in the restaurant. The following discount system is proposed for implementation.

1. Discount on restaurant products from 4 to 6 p.m. The size of the discount is 20% only on working days (270 days a year). The planned increase in turnover is 25% on average.

2. Discount on business lunches from 11 a.m. to 12 p.m. The size of the discount 10% only on working days (270 days a year). The planned increase in the implementation of business lunches is on average two times

3. Discount for regular customers on the "Favorite guest". Regular customers, visit the restaurant 2-3 times a year week. According to the waiters, their number is an average of 50 people. The regular customer card will give permanent discount of 5% on restaurant products. It is assumed that the number of visitors to the restaurant will increase regular customers, as well as their companions.

Event III. Opening of a summer cafe at the restaurant.

The goals of this project are:

- creation of a specialized summer cafe for people with an average income level;
- the maximum possible profit.

It should be noted that organizations that continue to function today, anti-crisis agents are actively developing programs. Among which should be highlighted:

1. Cost reduction. About 45% of premium establishments have already switched to domestic raw materials. Almost two-thirds of democratic cafes and restaurants have reduced their bookmarks meat and fish ingredients.

2. Reduction of trade margin. In order to attract visitors, restaurants in Kyiv reduce the trade mark-up, offer the so-called anti-crisis menu. The average cost of a business lunch today is UAH 60–80. On average, prices in restaurants and cafes fell by 15-20%, and in some places even more.

3. Viewing the staff schedule. In regional centers, almost a third of catering enterprises have reduced their number employees There is a plus in this: before the crisis, it was often not possible to staff cafes, now there are no problems with this. For one published job offer there are a lot more calls from searchers than that was before the crisis. To date, the demand for vacancies in of the hospitality industry has more than doubled.

4. Reduction of the promotion budget. Restaurateurs believe that due to a decrease in the purchasing activity of the target audience, these costs will be wasted money

Event IV. The Mystery Shopping method, which is considered as service quality improvement tool.

Mystery Shopping is a method of exclusive observation (participant observer). Mystery Shopping is used in in the form of long-term or permanent service control

programs and staff motivation in service networks. Program modifications include the use of audio and video recording service process.

The success criteria of the Mystery Shopping program are promptness of reporting, objectivity of information, compliance with the profile of real consumers of the service company, etc.

What is the reason for the introduction of Mystery Shopping. The answer is, first, the ability to build on the basis Mystery Shopping is a motivational system that stimulates staff serve consumers better - thanks to the dependence between the quality of service and remuneration of employees and, secondly, to promptly identify service deficiencies - for them subsequent elimination, for example, through additional staff training.

The first function is especially important - motivation. A regular Mystery Shopping program affecting the scheme rewards of "frontline" employees, sometimes creates chaos with the motivation of the staff under review. In result the Mystery Shopping program will help the restaurant achieve excellent customer service and stand up to competition.

Event V. Design of new services.

When designing new services that can be provided by a restaurant, it is also necessary to trace the work of competitors in detail on a 10-point scale (fig 2.1).

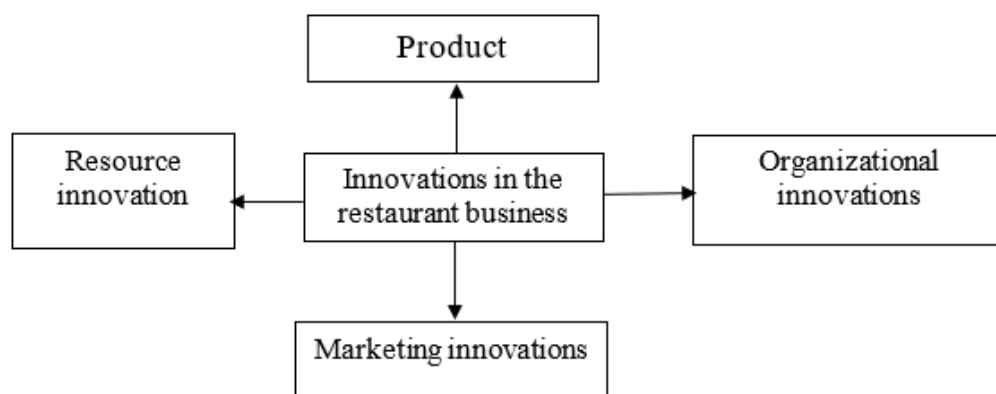


Fig. 2.1. Types of innovations in the restaurant business

**Source: created by the author based on [113, p. 80].*

Event VI. Organization of catering service.

Catering is one of the sectors that is dynamically developing in the field of public catering. In fact, it is an organization office lunches - on site or with delivery to the enterprise. Catering is the usual delivery of lunches to the office.

Catering companies operate in three directions: preparation of lunches in the client's office, delivery of semi-finished products followed by preparation and distribution of meals, delivery of fully ready-to-eat meals in disposable dishes. The simplest option is the delivery of lunches in disposable plastic containers (lunch boxes). When delivered to the office semi-finished products with further preparation and distribution the requirements for trade, production and utility are simplified area, there is no need for large investments in equipment and inventory.

Usually, in such cases, the supplier company takes to resolve all issues related to registration licenses, certificates, registration of cash registers, interaction with sanitary-epidemiological, trade, tax and other controlling organizations.

Event VII. Production of branded products.

Every year, thousands of new food products appear on the market, but only a part of them bring benefits long-term profit. Other niches are also potentially there profitableEvent VIII. Food preparation services. Some restaurants invite stylists as consultants for serving dishes on special occasions.

Event IX. Small group service and fulfillment urgent orders.

Few people want to engage in these types of activities. Service for small groups just not profitable, unless yours the company was not specially created for this business.

Event X. Expand advertising on the Internet, spread on all social networks.

Social networks are very effective and promising advertising tool for restaurants. There are three main ones for this reasons First, people's opinion about food and service and conducting events is 90% based on feedback from others. There are many people who are not inclined to trust that said about the restaurant on its website or in an advertising brochure. And here the social network is natural and quite effective a tool for "word of mouth" advertising of the company. Beware should only those representatives of the restaurant business who do their job poorly. Secondly, the

possibilities of modern social networks allow you to learn a lot about their users: where they are from, what gender, age, religion etc. You need to be able to use this information correctly, adjusting the content to your audience. And thirdly, social networks are the most effective of the existing methods of interactive communication with the client. By studying posts, conducting surveys and directly communicating with users, you can get a lot of new and invaluable information about the pros and, of course, the cons of the company.

Therefore, it is necessary to develop a special list where the day will be indicated of the week and the time when any movie will be shown. Movies should always be new, those that have been released recently rental in cinemas. It will attract customers, they will have time not only to have a good snack, but also to watch a film that was not seen in the cinema.

Event XIII. On your birthday, everything is for you.

On his birthday, the client can come with documents that confirm his words, for example with a passport, and get a 20% discount. It will interest many and as you know people do not go to restaurants one by one, let alone to their own birthday. Of course, if the birthday boy orders food, then his friends will not be able to sit by and not taste anything.

That is, it will attract even more customers to the establishment.

Event XIV. Day of the Angel.

This promotion will be held every Monday. At the entrance to the restaurant will be written with two names of the day: one male and the other feminine Owners of these names receive a free drink when ordering, or ice cream if it is a child.

Event XV. Children's day.

Once a month, hold a children's day on this day as well All small guests of the restaurant will receive a "toy surprise" (a small toy, or stickers, magnets with the institution's symbols and much more). In this case, it would be appropriate and rational to create a children's menu. It will be less harmful and made from natural products and portions will of course be smaller. Paying more attention on children, you can attract a

completely new contingent of customers to the restaurant, which will be very appropriate in the summer, when the main flow of customers will decrease.

Event XVI. Lottery day.

Every customer on the day of this promotion, after ordering, you will be able to draw a lottery ticket, with the help of which he can get a discount on the product or get some unit of the product for free or get nothing at all.

6.3 RECOMMENDATIONS FOR OPTIMIZATION OF IMPLEMENTATION INNOVATIVE MANAGEMENT TECHNOLOGY

Internal resistance is the reluctance or complete refusal to participate in this process on the part of organizational units company, managers of various levels and the employees themselves. Present the type of resistance is both conscious and unconscious in nature and depends on many factors.

In restaurants, when introducing innovations, the most exciting moments for the staff are:

- salary. Often, employees block innovation, therefore who are afraid of lowering their status and financial losses;

- confidence. It often hides behind an imaginary waywardness nothing but the fear of losing your job. Management here it will be best to play an open game and, together with the employees, achieve a personal and joint compromise interests;

- contact Maybe the restructuring will have a negative impact on personal relationships with colleagues and employees. Good leaders take this into account when planning change. Never change a winning Team (never change the team you play) – this principle also works in the process of changes;

- recognition. When new tasks appear, some employees begin to fear that in personal or professionally, too much will be demanded of them. It would be better if management took these concerns into account and offered help;

- independence. Employees when implementing changes perceive the loss of their own independence and space for action especially sharp. Therefore, the management

is recommended to be always ready to communicate and without special need not to deprive employees of their former space;

- development. Qualified employees have their own ideas about personal development and career ambitions. Good equals always try to distinguish as clearly as possible their possibilities and prospects.

According to statistics, 80% of innovations are "top-down" personnel perceives negatively. More than what is characteristic of a person in general to dislike change is also management-initiated change. It is customary to consider them subconsciously as those that suppress the rights of an ordinary employee and simplify the work of the boss to control and make a profit [106].

The truth is that without periodic changes, adaptation to market conditions, any business can be left behind. Ago whether the team wants it or not, there will be changes. If we talk about the implementation of R-Keeper, the situation is complicated by the fact that the system provides the manager with all the tools for control. Of course, such software, through which all the actions of an employee can be monitored, cannot be accepted with joy.

The staff resisted, refusing to work in R-Keeper, arguing that it is more convenient and faster for him to work in the old way. It is worth the manager at the same time relax your mood and give the staff a month or two on getting used to the system on your own, and the money spent on automation can be considered wasted. Time for there must be adaptation, of course, but this process is mandatory must be managed.

The attitude of the staff to innovation is no less important information than sales volume, profitability and other "material" indicators of the organization's activity. Information of a similar "emotional" nature, it is advisable to collect and analyze them in order to solve the problems of overcoming staff resistance.

Employees in general are not interested in simultaneously carrying out their conditional nut and thinking about how to optimize this process. Diligence is also not a strong point Ukrainian workers. Therefore, it is quite difficult to make self-improvement a mandatory part of the work process in our companies (even when it is supported by a reward in the form of monetary tokens). This system is the best always

worked in Japan, where there is diligence and obedience part of national culture. If an employer in Japan obliges an employee to carry out not only nuts, but also ration proposals, he will take it as a given and begin to fulfill it conscientiously. In Ukrainian business, everything is not like that unequivocally. On the one hand, employees do not feel themselves part of the company and are not inclined to adapt their mental activity to the needs of the employer, on the other – themselves employers are far from cultivating perfectionism. There are six forms of attitude of employees to innovations:

- acceptance of the innovation and active participation in its implementation;
- passive adoption of innovation;
- passive rejection of the innovation;
- active rejection of the innovation, opposition;
- active rejection associated with the provision of countermeasures innovation

Regardless of the nature of the change, employees seek to protect themselves from its consequences by appealing to complaints, delays, passive resistance, which can turn into sabotage and a fall labor intensity.

There are three main reasons for the negative attitude towards changes: rational, personal and emotional [101].

Rational is a lack of understanding of the details of the plan, confidence in the fact that changes are not necessary, disbelief in their plannedness efficiency, expectation of negative consequences.

Personal is associated with the fear of losing a job, anxiety about the future, resentment because of the expressed in in the course of changes in criticism.

Emotional is caused by a tendency to active or passive resistance to any changes, apathy to initiatives, mistrust of the motives that caused the changes.

Most often, those people who have to carry out a large part of the transformations resist the changes, and those too changes that clearly correspond to their own interests. You can identify five reasons for resistance to innovation:

1. Fear that the changes will have a negative impact on a person or a group of employees: the volume of work will increase, and the opportunities for remuneration

will decrease, the terms of personal agreements that regulate the relationship between employees and the company will change.

2. The need to break habits: changes imply the refusal of employees from established practices and stereotypes behavior This reason is especially typical for management personnel.

3. Lack of information: the company does not clearly communicate why and how to change the work style, vaguely formulates prospects.

4. Inability of change initiators to secure the support of the team (key officials, qualified personnel), to integrate their potential into their activities.

5. Revolt of employees: people resist changes, not accepting them internally. They are resisting in the wrong way the introduction of innovations, as much as their hidden consequences, because they themselves will have to change.

These reasons are formed on the basis of psychological barriers that must be taken into account when implementing an innovation.

It should be taken into account that staff resistance is an innovation due to three main reasons: uncertainty, a sense of loss and a conviction that change is not good will bring Therefore, in the innovation process, it is necessary to provide the staff with maximum support from the management and to provide them with the most complete information about future changes. Also, it is necessary to take into account factors affecting the innovative activity of personnel.

Any innovation requires considerable effort, material and intellectual resources. Trying to implement an innovation in an unprepared environment can lead to losses. For the development of the company must be all creative possibilities of the collective are mobilized. This can be done only if you use the knowledge intelligence and experience of all employees.

However, it is important to mobilize not only internal reserves, but also to attract external forces, to include consumers, suppliers, and, if necessary, in the innovation process competitors, if there are not enough for the development of new business resources. At the same time, it is necessary for employees to document their experience

and share it among their colleagues. Involvement of all employees is an important condition for success innovations.

New employees who have no experience working in an automated restaurant system resist and quit. In order to reduce resistance, there are several simple ones recommendations.

The implementation of any innovations, including the implementation of the R-Keeper system, is often accompanied by dismissal.

By own will or by inconsistency - not so much importantly. The manager must be ready for this. And without looking nothing, bet the team with maximum confidence before the fact that from now on the enterprise works in R-Keeper system. And then it is necessary to properly build motivation employees for productive use of the system in in the future True, layoffs are too harsh measures that are suitable only for the most extreme needs. The problem can be solved much easier.

Recommendations for increasing the effectiveness of the implementation of the R-Keeper system [108]:

- you should not persuade anyone. It is necessary to act firmly, leaving no possibility to circumvent the system. Of course, that in the first case the employee feels slack, and will definitely use this. After all, it is not necessary to fulfill a request, but an order is an order;

- one cannot turn a blind eye to the sabotage of "deserving employees". Even the most important employee of the company may resist innovation. Such a person can be personal motives that are not compatible with the company's goals.

Be that as it may, the fact that someone is in the company with R-Keeper does not work, it will definitely become common knowledge and then everyone will leave the system. Ideally, of course, enlist the support of managers and informal leaders of the team required at the very initial stage of the R-Keeper project.

But even if it turned out differently, the working conditions should be mandatory for everyone: from the director to the waiter;

- the most frequent mistake of the manager is to let everything go by itself, assuming that sooner or later the employees themselves realize the importance of the R-Keeper system.

Be sure: it will not endure and will not get used to it without your direct intervention. Hundreds of businesses, having R-Keeper system, never learned how to use it benefits. Some do not use the product at all, therefore that "didn't go". And the money and time spent on implementation;

- first of all, you need to understand the reason for resistance to automation. It is one thing if it is unwillingness to work transparently and be subject to control from above. And completely different – if the employee does not understand the essence of R-Keeper or cannot understand complex work schemes;

- it is necessary to explain to the employees the essence and the idea of system implementation. It is natural when employees do not understand what a management tool is, and why they needed to transfer work at all to the R-Keeper system. The ideal option for training personnel for new technologies is to conduct job training in system. This can be done both on your own and with the help of an external operator, or you can ask the integrator company whether they provide such a service. During training should not just show the capabilities of the system, and explain how it will help the manager's work. Many personnel problems can be solved with help of corporate training, the main link of which is the statement that R-Keeper is a real help to employees, not a tool to control them;

- if, despite all efforts, the staff still can't get used to a new tool, it is necessary to eliminate the opportunity to work in the old way;

- and finally, it is necessary to change the motivation system.

An important characteristic of personnel engaged in innovative activities is their qualification level. Employees of different qualifications are subject to different job requirements responsibilities and the amount of specific knowledge that is taken into account setting wages. A set of knowledge, abilities and skills of specialists conducting innovative activities and create the organization's intellectual potential, which is the basis for ensuring its innovative leadership. The problem of personnel motivation lies

in the fact that in all types of innovative activity, the element of creative mental efforts is growing.

Motivation as a management function consists in stimulating all participants in the innovation process and each one individually to active activities. If the subject strives for a certain activity, then it can be said that he has motivation.

Motives depend on a variety of external and internal factors relative to people factors, as well as from the action of other motives.

Motive not only prompts a person to act, but also determines what should be done and how this action will be carried out. The purpose and motives of activity are closely related. The motif stands out as a reason for setting certain goals. Motivational behavior means not only innovative activity, but also the character of the employee's behavior in the team, attitude towards colleagues, management, environment. Thus, motivation is a combination of all factors that encourage a person to be active and lead to success.

For most managers, it is important that their subordinates are task and result oriented. However, one should not forget that people are the main resource of the organization and therefore the manager has combine focus on tasks and people. Individual in the process of joint activity is closely connected with his colleagues. Therefore, personal motives often obey the interests of the organization, which, in turn, creates conditions for the development of individual creativity, again in the interests of the individual.

The task of the innovation manager is [109]:

- to unite the creative efforts of independently thinking, highly qualified specialists around the main goal of innovative activity as a factor in the development of knowledge, prestige and competitiveness of the organization;

- to create conditions for the accumulation of intellectual capital by acquiring new knowledge and experience, exchanging information in the field of innovation, creating competitive advantages of the firm on this basis;

- to use the energies of various motivations and desires of the staff to realize the company's goals.

When introducing an innovation, it is necessary to systematically conduct all kinds of seminars and master classes so that the old employees of the enterprise update their knowledge and consider more and more advantages of working with this program, and new ones gained qualifications and learned to work with R-Keeper.

Classification of innovations for restaurant enterprises (fig. 1.2).

The company's personnel management policy should be subject to the development of employees' ability to look at the traditional and generally accepted in a new way, to notice deviations from the usual norm, to be reasonable risk for the sake of winning new positions and goals in the chosen one field of activity, to distinguish from the multitude of random and chaotic phenomena are useful and promising.

Any innovation requires significant efforts, material and intellectual resources. Trying to innovate in an unprepared environment can lead to losses Companies must be mobilized for development all the creative possibilities of the team. This can only be done in that case, if you use knowledge, intelligence and experience of all employees.

This is the task of management. Shouldn't be the division of employees into "idea generators" and simple ones performers Innovations should immediately become the property of every employee.

Creating a team. To ensure the success of an innovative project, it is necessary to form a team. It's a process consists of several phases: formation; definition of general goals, norms and values; overcoming primary differences; return to normal mode of operation; functioning. The result of the process can be defined as the appearance of certain interdependencies between team members. Its effectiveness work is achieved by a well-balanced distribution of roles.

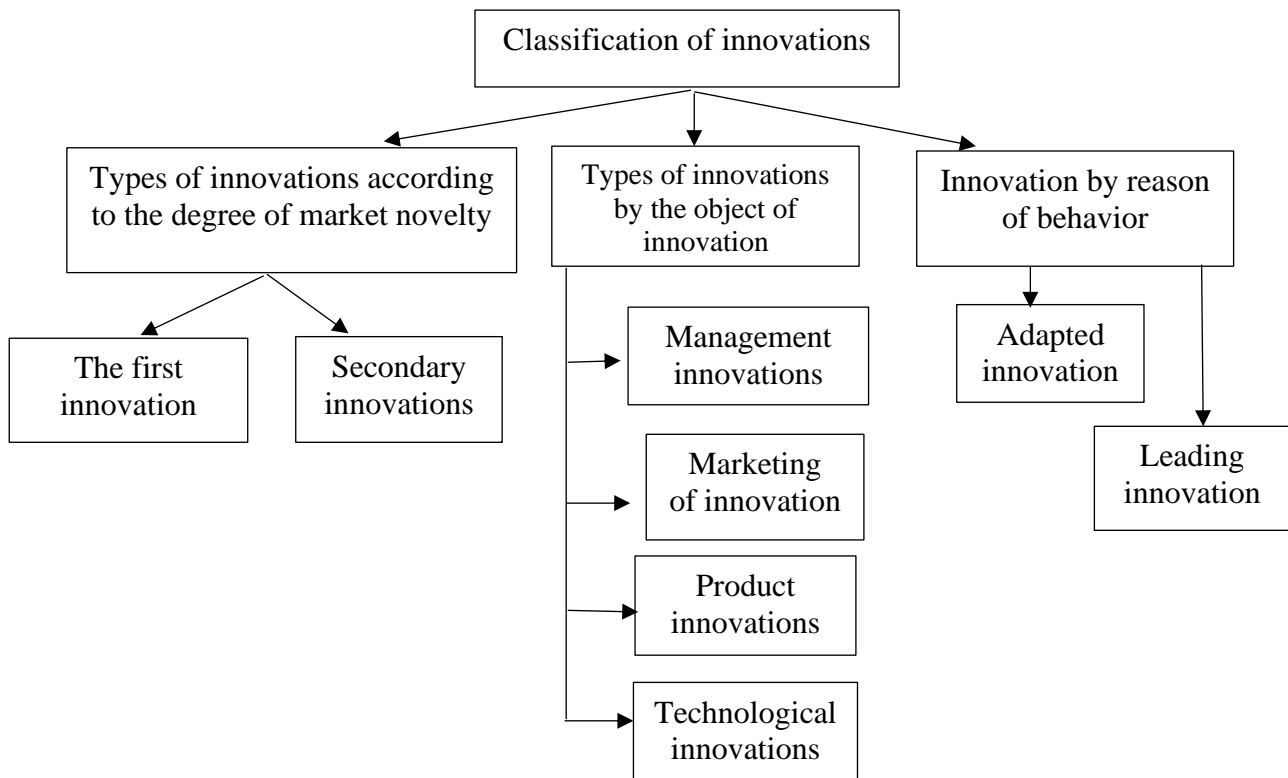


Fig. 2.2. Classification of innovations for restaurant enterprises

**Source: created by the author based on [115, p. 26]*

With the hierarchical structure of the team, there is one team member dominates the other, etc., with a chaotic structure, all members act independently of each other. The use of knowledge largely depends on how well and coordinated it is there is a command.

6.4 FORMATION OF COMPETITIVE ADVANTAGES OF THE RESTAURANT BUSINESS

The current state of the economy of any country, which builds its relations in various spheres according to market laws, puts the restaurant business in front of the need to form such areas of economic development that correspond to the specifics and features of the market, to conduct a balanced and justified policy on the production of products and the provision of services, needed by consumers in the services market. Previously, both managers and analysts claimed that the formation of directions for effective development is a process that cannot be formalized. Such a point of view was

expressed due to the fact that long-term business efficiency is influenced by a large number of multidirectional factors present in all spheres of activity without exception: from production, implementation and organization of consumption of products and services to planning, forecasting, control, stimulation . It seemed impossible to combine all these factors into a single system and project for a single goal, for this reason, when making decisions, independent structuring of the entire volume of information was carried out each time, and the influence of the most significant factors was taken into account based on the analysis. But even with such structuring, only a small share of important information was taken into account when making important decisions, which had no objective explanation - the lack of a clear systematization of factors due to their diversity, which prevented the full impact of each of them from being taken into account.

Restaurant service enterprises are an integral part of the market environment, the importance of which is constantly increasing depending on the general socio-economic development of the country. The process of intensive development and globalization of the hotel and restaurant business in Ukraine as a part of the service sector of the economy is subject to the influence of many factors, the role of which can be different both in terms of strength and duration and directions of influence.

The purpose of the research is to systematize the factors in such a way that, when forming the directions of development of competitive advantages of the restaurant business in the conditions of globalization, to level and neutralize their negative impact on the development process or to minimize this impact.

A comprehensive approach to the problem of managing the development of the restaurant business creates a basis for the formation of competitive advantages of this branch of the economy. This determines the specificity and emphasizes the impracticality of independent use of individual factors in isolation from each other and accounting for them as determining factors in ensuring the development of the restaurant business. There is a clear need to classify factors to build a system of cause-and-effect relationships and relationships based on the selection of grouping features.

In continuation of the research of domestic and foreign scientists, it should be noted that a systematic approach to development management necessitates the interrelated and interdependent study of factors, taking into account their internal and external connections. Systematization involves the placement of researched phenomena or objects in a certain order, highlighting their interrelationships and subordination [101].

The stability of functioning and development of any enterprise is affected by a huge, practically countless number of factors of different nature, direction and size, which have various properties. However, the absolutization of the requirements of full accounting of all conditions can lead to the appearance of cumbersome and technically impossible studies, since the influence of factors on the stability of the source information can be manifested through hundreds of parameters and indicators. Therefore, the complete coverage of the source information should be limited by the requirement of reasonable and necessary sufficiency. Here, a mandatory condition is the study of those main factors that have the greatest influence on the stability of the operation and development of a separate enterprise of the restaurant business.

At the same time, based on a systemic approach, the influence of the factors accepted for study in the relationship should be considered. For example, a high level of stability can be achieved by full and timely provision of the production process with the necessary quantity and quality of resources, equipment, highly professional personnel, relevant information, etc. The effective use of these resources should be determined not only by adaptation to changes in the external environment, but also by the formation of a better change in external and internal factors. At the same time, the influence on individual factors of the internal environment due to the synergistic effect may not always lead to the desired result (Fig. 2.3).

Today, the restaurant business market is very competitive. In order to stand out in this crowded market, it is important to understand the main competitive advantages in the restaurant industry and know where to focus your efforts. In addition, the hospitality industry - hotel, restaurant service, recreation and leisure enterprises - has always been the object of close attention of state administration bodies. This circumstance is connected with two factors.

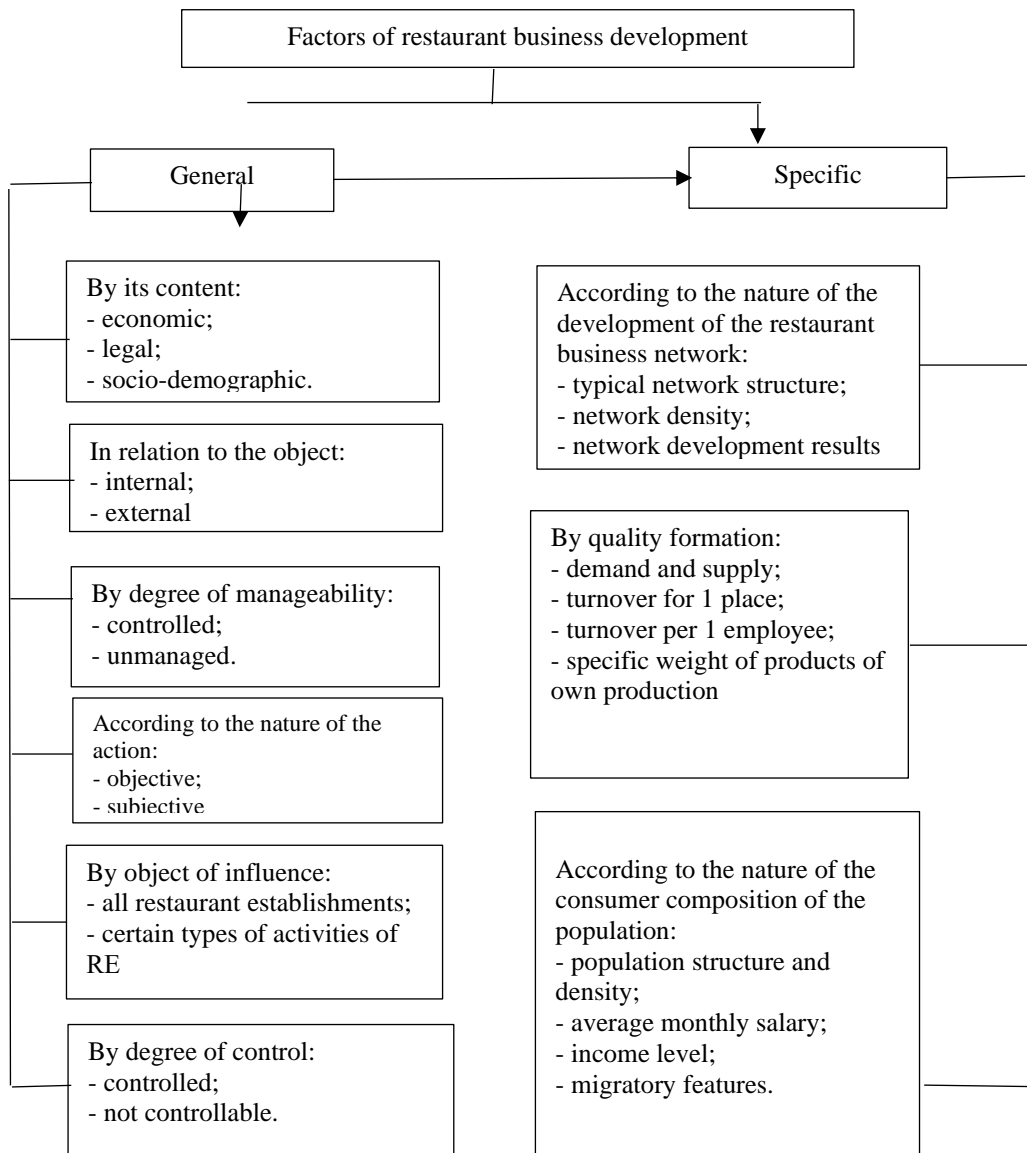


Fig. 2.3. Systematization of restaurant business development factors

**Source: created by the author based on [114, p. 185].*

1. Enterprises of the hospitality industry form and provide services in order to satisfy the physical, spiritual and moral needs of the population and, as a rule, enjoy increased consumer demand regardless of the social status and material wealth of citizens.

2. A number of services of enterprises in the hospitality industry, as well as the technological process of their production, carry increased social responsibility towards citizens. The issue of hygienic safety, compliance with the rights and interests of consumers cannot be ignored and controlled by the state [106, p. 109].

One of the equally important factors in the formation of competitive advantages of the restaurant business should be the territory representing the socio-economic space in which the restaurant business develops.

The influence of economic and financial factors on the formation of competitive advantages in the field of hospitality (such as a change in the economic and financial situation, the level of income of the population) is due to the fact that there is a close relationship between the development trends of the hotel and restaurant business and the economy of the region. As a rule, the level of development of the material and technical base and infrastructure of the hospitality sector depends on the economic development of the region [106, p.110].

From the social factors of the formation of competitive advantages of the restaurant business, first of all, it is necessary to note the increase in free time of the population (reduction of working hours, increase in the duration of annual vacations), which, in combination with the increase in the standard of living, means an influx of new potential customers, an increase in the level of their education, culture, aesthetic needs. Since today there is a tendency to split vacations, for the development of the restaurant business in the region it is important to know the total free time budget of various social groups, the structure of this time (by days of the week, types of leisure activities), the content and dynamics of value orientations of real and potential consumers of enterprise services restaurant industry.

One of the important factors in the formation of competitive advantages affecting the development of the restaurant business is environmental, which determines how satisfied the consumer is with service, rest, fulfillment of wishes, due to the feeling of comfort, the atmosphere of hospitality, safety and beneficial health effects.

Permanent influence on the development of the hospitality sector is exerted by demographic factors, i.e. population size, gender structure, marital status, personnel qualifications, etc.

No less important are the political and legal factors of the formation of competitive advantages, namely: the political situation in the region; softening of administrative control in the field of hospitality; unification of tax and monetary policy.

Technical and technological factors related to scientific and technological progress have a significant influence on the formation of competitive advantages of the restaurant business. There are opportunities for improvement and production of new types of services, use of information technologies.

Therefore, the factors that influence the formation of competitive advantages of the restaurant business are: material and technical factors, demand and supply of hotel and restaurant services; deepening of market segmentation; improvement of means and methods of mass information and relations with the public in the promotion, advertising and implementation of services of restaurant establishments; raising the professional level of personnel of food enterprises; priority development of private business in the field of hospitality [107].

The factors listed above can be divided into extensive and intensive.

Extensive factors include: growth in the number of employees, an increase in the number of employed workers in the economic turnover of material resources, the construction of new restaurant establishments with a high technological level.

Intensive factors - the improvement of personnel qualifications, the development of a professional and qualification structure (technical for improving the material base on the basis of the implementation of achievements and results of scientific and technical progress, including the implementation of programs to improve culture and service quality, industrialization, technology and computerization, rational use and distribution of material resources, etc.) [109, p. 81].

Restraining factors include: economic crises, political and financial instability of the region, inflation, unemployment, unfavorable environmental situation, etc.

A special place among the factors affecting the profitability of hospitality industry enterprises is occupied by the seasonality factor. Seasonality refers to the tendency of customer flows to concentrate in certain cities for a short period of time. Yes, New Year's, Christmas and other holidays entail overloading of hotel and restaurant businesses.

In recent years, the number of factors affecting the demand for restaurant services has increased significantly. Demand was sharply differentiated: consumers with a high

level of income demonstrate a high demand for the quality of services of hospitality industry enterprises. In this regard, the factors that determine consumer behavior include motives and reasons. The following are the main motives for consumers of hotel and restaurant services:

- physical (need for rest, health maintenance, entertainment, psychological relief);
- cultural - desire to learn more (folklore, music, art, dance, painting, religion, nature);
- interpersonal (desire to "escape" from routine, desire to visit friends, relatives, make new acquaintances, etc.);
- prestigious - the desire to increase one's social status (concern about reputation, the need for recognition, as well as greater attention from other people, the desire to be evaluated on merit) [107].

A survey of representatives of the restaurant business from different regions of Ukraine, conducted by the Association of Hotel Associations and Hotels of Ukrainian Cities, showed that 58% of them try to follow fashionable market trends, and to make their restaurant "fashionable" [111]. The "fashionability" factor is: features of the kitchen, type of restaurant, quality service, atmosphere, additional entertainment, new technologies and equipment.

For any restaurant, the kitchen can be the main competitive advantage. Restaurants that are famous for their food can easily get a great reputation through word of mouth. This means that the communication of guests who visited the restaurant and were satisfied, among friends or family, will lead to additional advertising of the enterprise, which in turn is a free form of marketing. To be famous for your cuisine, you need to have an excellent or exclusive chef, unique recipes and dishes, and the freshest ingredients. At the same time, the mentioned points can be either individually or combined - the result should be an audience that visits the restaurant solely because of the excellent taste of the dishes. To further strengthen these qualities, you can invite a restaurant critic to visit the establishment and encourage customers to leave reviews on the establishment's websites.

The vanguard of "fashion" became the "fusion" (mixed) style kitchen; the second direction that is in demand among consumers today is a low-calorie menu (oriental cuisine, especially Japanese and Chinese), although immediately after the financial crisis Ukrainian restaurants are dominated by Ukrainian national cuisine. The popularity of Italian cuisine, as well as cuisine of a Mediterranean orientation, is being formed and is being observed.

Price is the main competitive advantage for some restaurants. The idea of using a strategy based on pricing positions the restaurant as low-cost in the target market segment in which it is located. Restaurants that focus on price as their primary competitive force tend to have lower margins. However, they can also generate a large volume of sales as a leader in the low-cost segment. An example of a business that uses price as its primary competitive advantage is fast food restaurants.

Restaurant type or format. This trend is determined to a greater extent not so much by "fashion" as by economic factors that determine the income level of the social group, the so-called "middle class", whose demand for restaurant services, unlike the high-income group, is more elastic, which is reflected in the formation of supply : restaurants with an average price level are actively developing. Their concept can be the most diverse and dynamically changing, which ensures business adaptation to modern changes.

Service is another possible competitive advantage. High-end restaurants often focus on service as the basis of competitiveness. Service in the restaurant business in general means having knowledgeable, attentive service staff, providing food and beverages to guests in a timely manner, responding quickly to customer complaints, and continuing to work on mistakes to maximize guest satisfaction. The difficulty lies in the harmonious combination of price and service. Yes, the fast food restaurants mentioned above are not known for great service, as their job is to let as many customers through as possible and serve them as quickly as possible. That is, there is another service model at first.

Atmosphere. Like the kitchen, the atmosphere in a restaurant can get people talking about it and thus become a major competitive advantage. When a restaurant is famous

for its atmosphere, it earns loyal fans, regulars, who in turn turn the establishment into a "fashionable place". To develop this factor of competitiveness, a professional interior designer should be found to help the environment match the concept, menu and target audience. The second element that creates the atmosphere is the music in the restaurant. For most visitors, it is no less important than the color design of the interior, and makes an important contribution to the success of the business. After that, create your own unique menu style, signs and advertising material [108].

Additional entertainment. In connection with the significant adaptation of restaurant visitors to the traditional types of entertainment offered in the restaurant market, a new trend has emerged - the combination of previously incompatible formats, for example, a club and a cafe, a gallery and a restaurant, a beauty salon and a coffee shop, etc. It should be noted that leadership positions belong to intellectual entertainment.

The image of restaurant establishments in modern business is the main factor of competitiveness. It is not uncommon in the restaurant business to completely change the image of a restaurant for its further functioning. The reason for this may be both the desire of the new business owners not to leave memories of the past institution, and the likelihood of the existing manager to change what is already there. However, one thing can be said for sure: if the restaurant's business is not going very well, then maybe it's time for a new image. But how can you change everything if it is very risky? It is worth giving some recommendations so that these changes go more smoothly and less painfully, both for the company itself and for its owner.

- 1) Creating a plan.

The manager of a restaurant business must clearly think about changing the image of the establishment. It is not enough to have a feeling of dissatisfaction with the existing appearance of the restaurant business, you need to be aware of where you should go. For this, it is necessary to work out all the details of the changes, after which they will begin to take place in the most convenient and soft way. There are many details that go into developing a plan, from paint color to marketing. And each of these details should be checked at each step towards a new image, without making constant

decisions "on the fly". All actions should be maximally stabilized and structured before the start of the transformation. As with the launch of any business, with its planning and further functioning, as well as with its transformation, market research should be conducted. At the same time, answering the main question: why should the image work for you? Before moving to a new level of creating an image, one should make sure of the perfection of the market overview of restaurant services, conducted forms of research on the external environment, which can give an unequivocal answer to the question: "What do people actually want?" and "Will they like the changes?". For example, if you want to open a Chinese restaurant with delivery in a small town somewhere far from the regional or district center, then in the end the Chinese restaurant, the delivery, and the founder himself will suffer losses. However, if research shows that in this particular region, in this particular city, residents love Chinese food so much that they are just waiting for a Chinese restaurant to appear, even with delivery, that is, it is very popular and that also is a mandatory point, there is little competition in this segment, it is quite possible that you have hit the "golden vein". At the same time, a deep analysis of the market will be expensive, but it will be cheaper than changing everything in order to discover that there is no market for your establishment. Such research is important for any business and restaurants especially need it [108].

2) The client must know everything.

In some restaurants, changes are trying to happen without regular customers. But by changing the image, you can make people feel uncomfortable and insecure, provided that they do not understand what is happening. For example, opening a restaurant with small capital investments, at the exit we get a decent establishment of the economy class, where the public that does not have a lot of money is happy to come. Over time, having gained authority and customer loyalty, the restaurant needs further development. Therefore, the owner decides to focus more on married couples with children, after which he carries out a number of transformations and introduces a children's menu, probably even some entertainment for children. Then he conducts the analysis again, makes a decision to change the image, by this time he has enough funds

for radical changes and he dramatically changes the budget establishment into a premium class restaurant with animators, a children's room and other large-scale entertainment for children. It would seem that the concept is the same - a family cafe. At the same time, large expenses and the expansion of the offered services will bring an increase in the cost of these same services. And so, when a married couple on Friday evening, after a working day, wants to come with their children to a family cafe across the street to eat ice cream, it turns out that their "dress code" and financial situation do not correspond to the new image of the establishment . Then there is a feeling of discomfort and insecurity among customers. This will lead to the loss of regular customers. From this we draw the following conclusions:

1. Clients are obliged to know about all the changes taking place.
2. Changes should happen gently so that customers can get used to them.

But you can achieve these points by making it part of your marketing. When advertising that a restaurant will be new and improved, you need to let people know why it will be better and what they can expect. This is especially effective if the restaurant undergoes radical changes, such as changes to the menu, for example, and not just changes to the external image of the restaurant itself. All this is a large amount of work, and the monetary costs for changing the image of the restaurant should be worked out before the start of this work, while not forgetting such details as changing the advertising campaign, signs, flyers or what is used for advertising purposes. In view of the aspects listed above, I would like to note the following: a restaurant is an enterprise that, like any other, needs effective management. For this, some factors should be taken into account:

1. Focus on your strengths and make them meaningful for customers.
2. Analyze competitors, identify their weaknesses and use them against them.
3. Identify your own shortcomings and quickly eliminate them.
4. Constantly create new things that will be the main difference between your restaurant and the restaurant of your competitors.
5. Be interested in your audience, realize how important these or other changes are for them, and then determine how to achieve them.

So, creating concepts, designing a menu, choosing the right staff and managing a restaurant is not only difficult, but also time-consuming. That is why it is so necessary to competently promote the restaurant, keep competitors in sight and constantly communicate with customers. At the same time, these tasks should be performed without forgetting to prepare amazing food and provide top-class service. However, in order to maintain the competitiveness of the restaurant, its image and brand, there are many ways that are not as large-scale as the transformation as a whole, but no less important:

1. Using social media for promotion Increasingly, social platforms (for example, Facebook, Instagram, Twitter) are a way for people to communicate with each other, with stars, politicians, brands and even restaurants. When promoting a restaurant, you should understand that social media users want to see four key points:

1) Promotions or discounts.

An exclusive discount coupon posted to users via Facebook or any other service of choice can be a powerful advertising tool.

2) Exclusivity not available elsewhere.

Regular activities are actively supported by subscribers. The publication of photos from the parties, from the opening day, will only fuel the public's interest in the establishment. And a posted video of the restaurant's sommelier, in which he selects a wine list, thus conducting a kind of free seminar on winemaking, will only emphasize the style of the restaurant and will undoubtedly attract the right audience.

3) Information about new products.

Let subscribers be aware of the new menu, as well as the menu operating under the "Happy Hours" system.

4) Opportunity to share an opinion.

Thank customers for compliments and respond to criticism. Demonstrate direct customer contact.

2. Menu.

The menu is the center of the restaurant's universe. The menu conveys the general concept of the restaurant for its customers and should show the passion and care that the restaurateur puts into what he offers.

1) Many attractive names on the menu begin with the method of preparation. Such words as: stewed, burnt, fried, baked, baked, cooked on coal emphasize the level of prestige and, accordingly, increase the probability of perceiving the value of the dish.

2) Include in the name of the dish the reason why this dish is special, excellent or unique. Are your eggs fresh in the morning and straight from the farm? Is your homemade bread baked every morning? Is your produce grown or organic?

3) "Great ingredients for great descriptions." Any prominent hard-to-see features that exist should be noted. For example, does the dish contain seasonal ingredients that need to be highlighted.

4) Where does it come from? Marbled beef from Kansas City, fresh lobster from the cool waters of South Africa, fresh salmon roe from the Kamchatka Territory matter to people.

5) Be more thorough. Yes, the restaurant offers pasta, but what kind of pasta? Need to explain to guests whether it's linguini, capellini or fettuccine? Tell your guests that the sauce on offer today is undoubtedly excellent, but it's not just a sauce - it's deglaze, cream, tartar and more. By providing more detailed information, the customer's perception of a particular dish increases.

Despite the excellent "stuffing" of the restaurant, we should also mention the so-called character traits of a manager who can handle such a powerful machine, a must-have restaurateur, because a successful restaurant begins with the right attitude towards it and these personal traits: tolerance, business sense, positive energy, leadership skills, sociability, modernity, passion for what you do, perseverance, the ability to balance your life both inside and outside the restaurant.

It is under the condition of compliance with all the specified qualities, as well as the mentioned points that contribute to the development of both the restaurant and its competitiveness, that it can be argued that the enterprise can make a profit. And absolutely any restaurant establishment can be such an enterprise. Simply for this, it is

worth following certain methods in the formation of competitive advantages of the restaurant business.

Based on the results of the conducted research, it can be stated that enterprises of each field of activity need to develop specific algorithms for assessing the level of their competitiveness, which is caused by the presence of industry specifics and differences in the key criteria for the success of their operation.

Conclusion. The "Covid 19" pandemic and quarantine restrictions brought significant transformational changes to the nature of the development of the regional market of restaurant services - the decrease in incomes mainly of the middle class provoked a sharp drop in demand for the services of hospitality industry enterprises and intensified their competition. Restaurants found themselves in a dramatic situation, facing a complex of new problems that must be solved in order to stay on the market. Solving these problems is inextricably linked to changing the market strategy. Expensive restaurants and cafes, as well as cheap canteens and snack bars, are recognized as unpromising. The development of the restaurant market in the regions began to define niches occupied by inexpensive family restaurants, restaurants of the middle price group, as well as chains of hotels and restaurants operating under the same trademark. Approaches to the management of enterprises in the hospitality industry have changed radically - they have become more professional and focused on strategic aspects. Now, almost all decisions related to the operation of the business are based on marketing research: if not the restaurant market as a whole, then the niche occupied by the company is analyzed, research is conducted on the target group, new approaches and methods of advertising activities are learned, etc.

Thus, the restaurant business is an integral part of the service sector in the regional market economy, the role, importance, as well as the volume of services provided is continuously growing as the general socio-economic development of the region. The analysis of the researched competitive advantages of restaurant business formation indicates the existence of a relationship between the development of the restaurant business and the region. Enterprises of the hospitality industry develop more intensively where there is a stable economic and political situation, as well as a diverse

social and cultural infrastructure. Factors restraining the development of the restaurant business in the region are its economic, political and financial instability, consumer incomes, inflation, unemployment.

Today, the fast food industry is developing at a rapid pace, taking into account cost-effectiveness, availability, compliance with the requirements of the accelerated pace of life of a modern person and compliance with advanced production technologies, which, in turn, guarantee high quality and low cost of food enterprises.

Enterprises of the restaurant business contribute to the attraction to the circulation of the share of income of tourists from different regions, as well as foreign tourists. Restaurant business creates conditions for achievement of social goals of tourism development. Public food is one of the forms of material redistribution values between members of society and occupies a worthy place in the implementation of socio-economic tasks related to strengthening people's health, increasing their productivity labor, economical use of resources, food raw materials, reducing time for cooking, creating opportunities for cultural leisure and rest.

Accelerated development of the tourism industry, aspirations enterprises to obtain the highest profit and the growing solvency of consumers of services contribute to the expansion and diversification of restaurant activity.

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