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STRATEGY OF DEVELOPMENT OF HOTEL AND RESTAURANT ENTERPRISES IN THE CONDITIONS OF UNCERTAINTY OF MARKET ENVIRONMENT СТРАТЕГІЯ РОЗВИТКУ ГОТЕЛЬНИХ І РЕСТОРАННИХ ПІДПРИЄМСТВ В УМОВАХ НЕВИЗНАЧЕНОСТІ РИНКОВОГО СЕРЕДОВИЩА

Анотація. В сучасних реаліях готельні підприємства здійснюють свою діяльність в умовах невизначеності, яка пов'язана із швидкими змінами ринкового середовища. Для того, аби підприємства готельного бізнесу мали можливість вижити та реалізовувати свої послуги в довгостроковій перспективі необхідне ефективне здійснення процесу стратегічного управління. Правильно обрана стратегія розвитку дозволить готельним підприємствам визначити пріоритетність тих чи інших послуг, які будуть надаватися за певних конкретних ситуацій.

Стратегічний розвиток готельних і ресторанних підприємств в умовах невизначеності наразі є актуальним питанням, адже попри схожість загальних підходів кожне підприємство створює унікальні комбінації базових та функціональних стратегій.

Враховуючи кризові умови національної економіки та суспільно-політичні проблеми, які склалися на сьогодні, необхідно сформулювати власну стратегію розвитку, яка буде враховувати закономірності розвитку ринкової

економіки, вплив зовнішніх і внутрішніх факторів ринкового середовища та ефективно працюватиме на зменшення ризиків.

Ринок готельно-ресторанних послуг не є однорідним і достатньо вивченим, піддається змінам в кризових умовах розвитку економіки, що актуалізує використання інструментарію маркетингу для досягнення ефективності діяльності виробників готельно-ресторанних послуг в умовах нестійкого ринкового середовища. Вихідним моментом у визначенні та використанні сучасної концепції маркетингу є ідея людських потреб і потреб (фізичні потреби і потреби в їжі, одязі, теплі, безпеки; соціальні потреби і потреби в знаннях і самовираженні). Потреби людей безмежні, а ось ресурси для їх задоволення обмежені. Тому споживач буде вибирати ті послуги, які доставляють йому найбільше задоволення в рамках його можливостей

Abstract. *In modern realities, hotel enterprises operate in conditions of uncertainty, which is associated with rapid changes in the market environment. In order for the hotel business to be able to survive and implement their services in the long run, it is necessary to effectively implement the process of strategic management. Properly chosen development strategy will allow hotel companies to determine the priority of certain services that will be provided in certain specific situations.*

The strategic development of hotel enterprises in conditions of uncertainty is currently a topical issue, because despite the similarity of common approaches, each company creates a unique combination of basic and functional strategies.

Given the crisis in the national economy and the current socio-political problems, it is necessary to formulate its own development strategy, which will take into account the patterns of market economy, the impact of external and internal factors of the market environment and work effectively to reduce risks.

The market of hotel and restaurant services is not homogeneous and sufficiently studied, is subject to changes in the crisis of economic development, which actualizes the use of marketing tools to achieve efficiency of producers of hotel and restaurant services in an unstable market environment. The starting point in defining and using the modern concept of marketing is the idea of human needs and wants (physical needs and needs for food, clothing, warmth, security; social needs and needs for knowledge and self-expression). People's needs are limitless, but resources to meet them are limited. Therefore, the consumer will choose the services that give him the greatest satisfaction within his capabilities.

Keywords: *Development strategy, hotel and restaurant enterprises, conditions of uncertainty of the market environment.*

Стратегія розвитку, готельно-ресторанні підприємства, умови невизначеності ринкового середовища

Introduction. In today's conditions, taking into account the dynamic development of modern restaurant business in Ukraine, the

restaurant business is faced with the question of ensuring rapid adaptation to the external market environment. Factors such as accelerating the pace of

life and raising the general cultural level of the population lead to a high level of competition in this market segment.

The nature of market reforms requires restaurants to ensure a high level of competition, change management practices, financial and marketing policies, positioning the institution and developing new ways to meet consumer demands.

In such circumstances, special attention should be paid to the innovative component of the development of the restaurant industry: the application in practice of the latest forms and methods of service, the formation and implementation of new services and more.

The effectiveness of the introduction of innovative approaches to planning the activities of restaurants is realized through the application of innovation development strategy, which allows to increase the competitiveness of restaurants and promote effective activities in the implementation of services in tough market conditions.

Formulation of research is to study current innovation trends for the formation of a strategy for the development of hotel and restaurant industry, aimed at increasing the level of competitiveness in the services market and ensuring the quality of services.

Research methodology. In the article we use the following research methods: deduction, induction, analysis, synthesis, explanation.

Analysis of research and publications. Conditions for the restaurant business are characterized by a high level of competition, and the

crisis of the national economy limits the restaurant industry in the use of financial resources. In order to maintain its own competitive position, it is necessary to respond quickly to the uncertainty and variability of the economic environment, which requires the use of the world's leading experience of effective restaurant management [1-3].

Given that today the restaurant business in Ukraine is represented by a wide variety of types of restaurants, each of them is differently affected by changing environmental conditions, there is a need to pay attention to such aspects of business as attracting highly qualified staff, finding potential investment funds, focusing on the use of modern innovative trends related to the use of new types of equipment and technical and technological methods of work; new types of services and forms of service; innovative cooking technologies[4-6].

Both entrepreneurs-practitioners and scientists have made a significant contribution to solving the problem of adaptation of public catering enterprises to functioning in conditions of uncertainty, development of an effective anti-crisis strategy, use of creative approaches to providing new quality services.

A. Kholodnytska believes that the creative component is a key requirement for the competitiveness of any field of activity, including the restaurant business. Using creative approaches to doing business is the key to maintaining its position in the market, expanding the range of potential customers, increasing revenue and responding successfully to a variety of economic, political, social,

demographic and other challenges. In this regard, according to N. Balatska, M. Ryabenka social, psychological and biological uniqueness, intellectual abilities, as well as information base, image and lifestyle of the consumer should become the main values in shaping the strategy of restaurant business [7-10].

Given the situation of limiting the functioning of catering establishments in the conditions of lockdown, V. Grosul and N. Balatska developed an information and communication model of the company's decision-making on targeted delivery of restaurant dishes, the use of which helps to keep the business. Of scientific interest is the model of the "consumer funnel" proposed by the authors, due to which it is possible to timely identify the main directions of improving the efficiency of marketing activities to promote restaurant products [11].

Presentations of the main results.

With the development of market relations, the risk of uncertainty in the activities of manufacturers of hotel and restaurant services increases, which is exacerbated by the following factors:

- lack of quantitative data on actual and potential consumers of hotel and restaurant services;
- dynamics of development of the market of these services;
- competitors who produce similar services;
- lack of information on consumer preferences and consumer solvency.

For the application and effective development of marketing of hotel and

restaurant services requires the existence of a number of conditions:

- deep saturation of the market with hotel and restaurant services (existence of consumer demand);
- fierce competition of producers of hotel and restaurant services for consumer preferences;
- sufficient and reliable information of consumers about other available services;
- free market relations, ie the ability to choose markets without administrative restrictions, business partners, set prices, conduct business, etc .;
- free activity of the administration within the hotel and restaurant to determine the goals, strategies, management structures, distribution of funds by budget items.

The COVID-19 pandemic in 2020 and the war in 2022 made significant adjustments to the course of events, radically changing people's worldview and way of life. At the same time, attitudes toward the culture of food consumption have changed significantly. In order to keep their business, the owners and staff of public catering establishments had to make every effort, as their sphere was hit the hardest.

During 2020, the number of restaurants and cafes in Ukraine decreased by almost 4,000 establishments. At the beginning of 2021, there were 14,700 restaurants and cafes compared to the beginning of 2020, when there were 18,600 establishments in Ukraine. The volume of the restaurant market decreased by almost 30% in 2020 and amounted to UAH 14.1 billion in 2020.

In 2020, the restaurant market lost almost UAH 6 billion. This is the result of several knockdowns, quarantine restrictions on the restaurant business and the absence of foreign tourists.

The European Business Association conducted a study of the impact of the pandemic on the activities of small and micro enterprises in the restaurant business, the results of which are summarized in the table 1

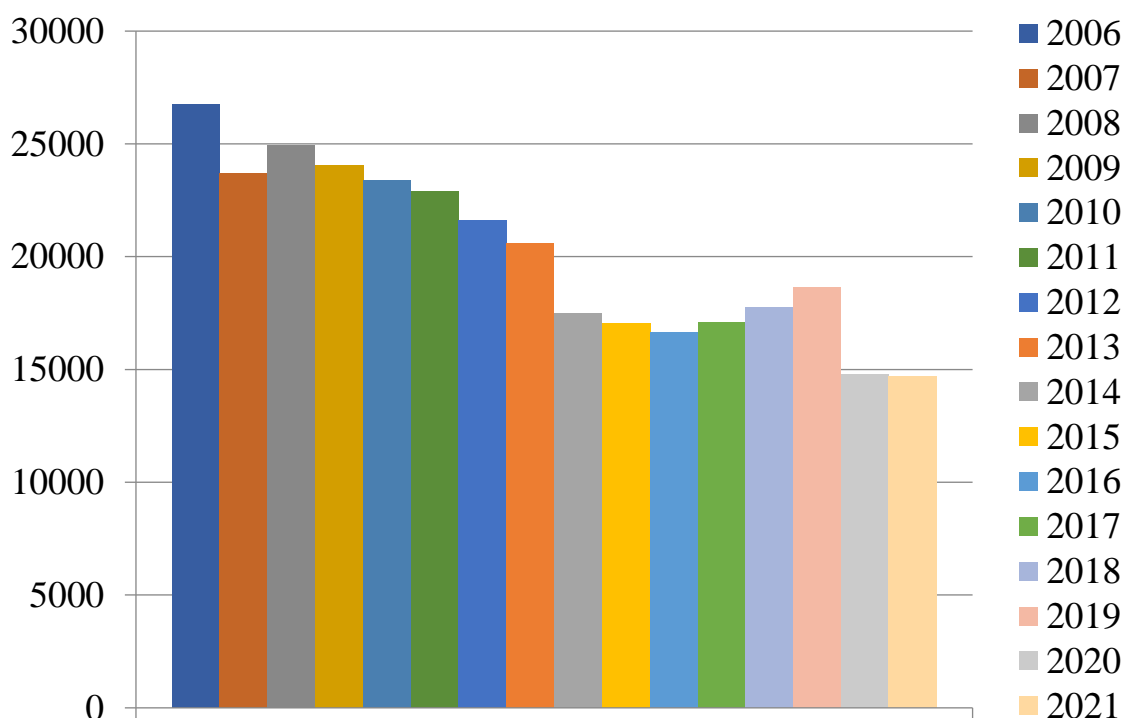


Fig. 1. Dynamics of the number of catering establishments for 2006-2021

Literature: formed according to the Analytical Center "Restaurants of Ukraine" and the State Register of Capacities of Ukrainian Market Operators [12].

Table 1

The results of research on the impact of quarantine restrictions on the activities of small and micro enterprises in the restaurant business

Impact of quarantine restrictions on the results of the restaurant business	% of positive answers
Loss of income	78
The amount of lost income	75
Reduce the number of orders	58
View business model	18
Optimization of the number of staff	10
Increase sales due to the opening of new markets	3
No impact of the pandemic on performance was noticed	14
Reduction of staff salaries	30

Literature: formed according to the results of research by the European Business Association [13].

The results of the study show that due to the use of creative methods in terms of revising the business model (18%) and opening new markets (3%), companies managed not to lose business. Probably due to this, 14% of companies did not notice the impact of the pandemic on income. On the other hand, 78% felt a loss of income, and some of the respondents noted a 75% loss of income. Most entrepreneurs often consider the simplest ways to keep their business to reduce staff and reduce wages, but experience has shown that such methods are ineffective in conditions of uncertainty, as more creative ways to solve problems and respond to risks, because otherwise not only a particular entrepreneur but also the economy the country as a whole suffers enormous losses.

The genesis of creative ideas for the transformation of the restaurant business model is designed to help maintain its market position. Under such conditions, the use of social media marketing (SMM) technologies as a set of measures to use social media as a channel to promote companies and solve other business problems is important.

The majority of potential customers are concentrated in social networks, so the use of social media is designed to interest the target audience, provide feedback and identify methods of promoting advertising content.

Restaurant establishments have started to introduce outbound catering. The peculiarity of this service is that due to the mobility and professionalism of staff, the client, in addition to typical restaurant services, gets the opportunity to order a plane, yacht, steamer,

trolleybus or other unusual place, unique style, decor or floristics, creative serving and presentation, and also the organization of security of the event. Crowd technology is opening up new marketing opportunities for restaurants.

Through their own sites / pages or popular crowdsourcing platforms, establishments can: organize new ideas for menus, cooking technologies, additional services, hold various online competitions that will provide interesting suggestions for improving the work, filling the menu, naming dishes and more.

Conclusion. In order to function effectively in conditions of uncertainty and to meet challenges, restaurant business owners must reject the usual formats of activity, instead of attracting all possible reserves and forces to find new creative approaches to doing business.

With this in mind, restaurant businesses should implement innovations that will maximize the safety of visitors, improve quality and expand the range of dishes, increase additional services in the form of modern services of delivery, manufacture and sale of semi-finished products, menu updates, social responsibility, QR-codes for abandoning the paper menu, minimizing waste, using environmentally friendly packaging, etc.

The key trends and prospects for the restaurant business should be cost optimization, effective service management, streamlining business processes, finding the perfect menu, business conceptualization, as well as a high degree of elasticity and flexibility,

ability to adapt quickly to market changes in global uncertainty.

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