

ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

UDC 640.43:330.341.1

DOI: <https://doi.org/10.37320/2415-3583/15.5>

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ECONOMIC SYSTEM OF INNOVATIVE DEVELOPMENT OF RESTAURANT BUSINESS ENTERPRISES

The specific features of the restaurant management system are considered. It is determined that change management is the essence of the restaurant development process and determines the structure, elements and mechanism of their management. The signs of strategic and operational management of restaurant innovations are singled out. Factors for ensuring effective changes in the functioning of business structures of the restaurant business are identified. Consumer values in the management of innovative development of business structures of the restaurant sector of the economy are formed. It is concluded that in the post-coronavirus economy the philosophy of the restaurant business should be focused on the innovation of its organizational and economic system to ensure sustainable development of consumption quality.

Key words: *innovation, restaurant business, economic system, business structures, innovative development.*

JEL classification: O31, P11, P41

Formulation of the problem. The modern system of service consumption, which is based on indicators of profitability of certain commercial projects, fictitious quality transformations and economic distortions of basic values, is unprofitable for the end customer in the service sector and it serves as an impetus to find new approaches to quality consumption. Competitiveness of the service sector in terms of quality of service in the global and national markets is impossible without innovation. Moreover, among the latter, from the point of view of strategic management, such innovations should include the introduction of modern equipment, development or modification of products and services, and innovations that are based on the property of restaurants, such as inventions, know-how, utility models, and restaurant samples. At the same time, organizational know-how must motivate the ability of top restaurant management to create an organic enterprise, and must be accompanied by technological, product and market innovations. The organizational system of the restaurant, in which changes are successfully carried out, must have some structural instability. Thus, each new level of the trajectory has its own duration and space of parameters that ensure the stability of the system, which is adequate. Change management, i.e. technological and organizational structural transformations on the principle of prevention of critical factors, is the essence of the process of self-support of restaurant development and determines the structure, elements and

mechanism of their management, that is, the desire of the enterprise to provide a variety of reactions adequate to a variety of external factors of influences underlies.

Analysis of recent research and publications. It is recognized that, in essence, the initial idea of management is a random change. The results of a number of studies have shown that the emergence of the idea of technological change is the result of the creative attitude of people involved in the implementation of business processes to their work. However, this category of employees is practically not concerned about the state of demand and market conditions, i.e. not integrated into the problem of ensuring the quality of consumption of a complex restaurant product. Under these conditions, the assessment of commercial prospects is carried out at a later stage. As claimed by K.A. Bagrinovskiy: “The changes perceived by the market will be successfully implemented”. It is at the intersection of two types of random changes (internal innovation and external market) that the strategy of the restaurant company, the management system is formed; this is “the intersection of two chaoses, on the border of which there is self-organization”. The growth of system properties of the company in the process of organizational adaptation in the framework of evolutionary theory has been studied in detail by A. Chandler, I. Ansoff and other scientists [1].

B. Karlöf and S. Söderberg define the development of the restaurant business as a change of state (transition from one state to another), which is considered the best,

more efficient or appropriate for the activity. Although the change in condition can be seen not only as an improvement but also as a deterioration. Therefore, special attention should be paid to the socio-psychological and ethical effects of this process, which, as a result of activities at a certain stage, are a condition for further progress [2]. The main difficulties in the process of implementing changes in the enterprise are to combine and determine the optimal relationship between maintaining the stability of the production system and the implementation of the necessary transformations. Innovative and conventional production process has fundamental differences, which significantly complicate the task of their compatibility [3; 4].

Many researchers suggest the separation of innovation in the enterprise by identifying specific characteristics of the innovation process [5]. We can agree with this opinion only in the field of material and financial resources because the evaluation of the effectiveness of innovations requires the delineation and accounting of this type of restaurant costs, but this approach cannot be applied to intellectual resources, especially human capital.

Formulation of the goals of the article. The goals of the study is to improve the mechanism of innovative development of the restaurant business in a post-coronavirus society through the mechanism of organizational knowledge management, which provides the system with the ability to effectively develop, learn, generate, accumulate and disseminate knowledge of various kinds and types in the enterprise.

Presenting main material. An integral part of the management of the restaurant, as a socio-economic system, is a modern person (active element), which determines the specific properties of the management system (Table 1).

Characterizing the properties of the restaurant management system allows to state that a typical modern restaurant has a unique structure, which significantly increases the cost of the design of the management system and organizational design, their changes because in fact it is necessary to create as many management systems as objects need implementation of this procedure. By the way, management criteria become subjective in the part, in which a certain action depends on the person making the decision. Due to the presence of an active element in the management system there is a relative certain “freedom”, and with the general direction of the strategy, each individual action depends on a significant number of situational factors. These factors operate in different ways, require at each stage of development of the restaurant business to clarify the purpose, objectives, criteria for assessing the benefits of individual business processes, the activities of structural units, the development of a model of innovation taking into account situational characteristics. Thus, in

solving the problem of reducing staff resistance to change, the incentive system should be formed on the principle of promoting the development of ideas at a reward.

Internal efficiency means efficient organization of production in accordance with modern principles and management approaches. External efficiency aims to produce products or services that best meet the needs of the end user. What is important here is the vision of the leader, i.e. the state of business that can be achieved in the distant future under optimal conditions (Table 2).

Based on the fact that business development is provided mainly by two mechanisms of technological and structural changes, we should consider their impact on ensuring the competitiveness of the firm in the long run (innovative development) in conditions of complexity, mobility, uncertainty of the environment. If a restaurant company, due to changes in the external environment, carries out mainly organizational changes (creates branches, expands the marketing department, forms new relationships with suppliers and expands markets, develops relationships with society, participates in various social activities. nature), it to some extent adapts to new conditions [6]. However, the possibilities of this strategy are limited to the introduction to the market of a modified restaurant product made on the basis of improved technology. Due to the fact that the object of management (production process, product) is virtually unchanged, organizational changes have a short-term effect due to the fact that the transformations are studied and copied by competitors.

The development of a modern enterprise requires a rethinking of the business idea and ways to implement it in modern conditions. Changes in technology, products, the creation of new markets lead to an increase in the value of innovation for buyers and consumers, ensure their loyalty and, thus, cause additional cash flows and opportunities to attract additional resources. The value of the company's assets increases, and opportunities are created for the development of new technologies and products, i.e. a “loop of mutual strengthening” is formed. However, there are cost constraints, the so-called “locking mechanism” [7], which is associated with the generation of knowledge and the formation of competencies needed to move to a new technology or product, a new market, and so on. In addition, the restaurant is not only a subsystem of systems such as “industry”, which is usually taken into account by researchers, but also other ecosystems, such as [9]:

– restaurant products are used in combination with products and services of other companies. When shifting the focus of the business of manufacturing and providing restaurant services to provide a certain type of customer with a unique value, this value is not consistent, but a network structure;

Table 1 – Specific properties of the restaurant management system [4]

Name	Characteristics of the property
Uniqueness	The property cannot be applied to an enterprise like any typical (standard) management procedure. The use of technology requires consideration of the characteristics of the object of management
Lack of a formal goal	Goal formulation is a complex process. This is especially true for economic and social purposes in the context of coronavirus action, which are constantly in conflict
Unpredictability of system behavior in specific conditions	Changing conditions cause the emergence of a system of “freedom”. With the general direction of the strategy, each individual action depends on a significant number of situational factors
Ability to adapt to changing conditions	This property is manifested not only in relation to external and internal factors that disrupt the normal functioning of the system, but also to the actual managerial influences that are manifested, for example, in increasing the time of the restaurant product, increased labor costs, reduced profits.

Table 2 – Fundamental differences in business process management

Characteristics	Business process in a restaurant business	
	Operational	Innovative
Process type	Continuity	Discreteness, cyclicity, tendency to sudden accelerations, delays, resistance and interference
Target orientation	Maintaining a given level according to the results of marketing research and minimizing the cost of the process	The transition of the system to a qualitatively new level through an effective combination of marketing concept and the concept of technological advancement
Achieving the goal	In accordance with the operational plan	In accordance with the chosen strategy and time interval
Factor of competitive advantage	Use of key competencies	Intellectual resources
Risks	Minimum, which are determined by statistics	Inevitable and proportional to the novelty and scale of innovation
Quality management	Achieving the planned level	Creating a new quality system
Decision criterion	Maximization of income, profit	Minimize time
Motivation	In accordance with the volume and quality of products	For creating innovations and the scale of their use
Attitude to staff	Preferably as an interchangeable resource	A unique priority resource of the enterprise
Management style	Authoritarian, strict control over execution	Coordination, delegation of authority, formation of a group of like-minded people, assistance in the disclosure of abilities
Principles of management	Stability, efficiency, quantitative goals, internal efficiency, order and clarity, goal management	Flexibility, vision, strategy, external efficiency, creativity, chaotic process management

– value creation in customer-oriented business is carried out not according to the classic value chain, but according to the network structure, which is built into the relevant business system, in which the restaurant company is a subsystem;

– development of new areas of business is carried out with the direct participation of third-party companies or the use of their knowledge, experience, communications, etc.;

– features of economic and geographical location determine the place of the restaurant in the environmental sphere, territorial formation, destination, etc.;

– participation in social and charitable programs also determines the consideration of the restaurant company as a subsystem of this area.

Such conditions determine the variety of factors influencing the business processes and principles of strategic

Table 3 – Comparative characteristics of operational and strategic approaches to innovation management of the restaurant company

Title of factors	Comparative characteristics	
	Operational planning	Strategic planning
The main goal	Maximization of income (profit)	Preservation of the client and reputation
Management paradigm	The company is the object of management and development	Business processes are an object
The main factors of development	Development of products, potential, service technologies	Involve the client in determining the unique value
Forms of development	The desire to develop the company evolutionarily	Different forms depending on the speed and scale of change
Relations with competitors	Focus on creating competitive advantages	Integration with competitors to create unique value
The way to achieve the goal	Optimizing the use of internal resources	Adaptation to changing environmental conditions
Planning methods	Extrapolation	Modeling, expert assessments, brainstorming, extrapolation
Object of analysis	Possibilities of internal potential of the enterprise	External and internal potential of the restaurant enterprise
The importance of the time factor	Not an important factor	The most important factor
Criterion of efficiency	Profitability	Rising market value
Attitude to staff	Staff as one of the resources	Priority resource
Base point of planning	Achieved level of development	Desired state of the object in the future
Planning subjects	TOP management, external consultants	Group of specialists, external consultants, experts
Features of decision making	All alternative solutions are known	All alternatives are unknown
	Alternatives are considered optimal if they lead to the goal	The alternative is chosen according to the rule of decision-making with acceptable risk
	Adjustment by traditional calculation methods	New calculation methods need to be developed for adjustment

management of the restaurant business [4], and should ensure its innovative development (Table 3).

According to Table 3, the implementation of a strategic approach to innovation management in the restaurant business is based on the effective management of the mobile information field, which aims to form knowledge systems that, as a resource, provide the unique value of a particular restaurant.

It is determined that different types of knowledge (explicit and implicit, conscious and unconscious, different in subject areas, significance, level) and their relationship, the impact of interaction and transformation of one type of knowledge into another (implicit knowledge is transformed into explicit, unconscious knowledge of some individuals transforms in the conscious and unconscious of others) form a dynamic flow of knowledge. The transition of the restaurant to a new level of quality requires new knowledge, application to different areas of activity, and the speed of these processes increases and is determined by the external and internal environment [8].

The innovative development of the restaurant in the conditions of post-coronavirus uncertainty of the external environment should be considered as a trajectory of movement, which ensures the external efficiency of its operation through a system of changes of various forms due to a combination of such basic factors as: new tech-

nologies; their use in the form of new products, services and processes; new markets or their separate segments; new organizational management structures, organizational design; new approaches to management.

Peculiarities of innovative restaurant enterprises are their ideology and understanding of the essence of change and management of innovation processes based on the introduction of the modern concept of knowledge management (Table 4).

In restaurants, due to permanent changes, the creation of innovations is a kind of business, while in most business structures of this service sector, this function is part of their overall activities (Table 5).

Conclusions. Thus, it should be borne in mind that in the process of operational management it is unacceptable to combine the principles of different conceptual approaches to innovation management and focus on certain principles of long-term planning and strategic innovation management. The philosophy of business, which aims to ensure the quality of consumption in the post-coronavirus economy, should be focused solely on the innovation of the organizational and economic system of the restaurant. In general, the principles of management in each specific restaurant company, at each stage of its development should be clearly defined and implemented by management in procedures, regulations, organizational design, corporate culture, information system, consumer code.

Table 4 – The content of change management of innovative restaurants

Concepts	Basic provisions	Contents
The essence of change	Definition of innovation	New value and changes in the external environment
	Landmark when creating	Market
	Criteria for innovation	The level of change in the economy & social sphere
	Results of changes	A new process and potential for action in society
Features of management of processes of creation of innovations	The purpose of the change strategy	Change of product, technology, distribution system
	The basis of the strategy	Planned and systematic change of the old
	Direction of work on creating innovations	The team leader plans the work depending on the logic and situation
	Organizational principles of innovation	Separate from the current production of a complex product of a restaurant company
	Organization of work on creating innovations	Project team or independent team working in parallel with the existing structure
	Financing	Separate from current activities

Table 5 – Factors for effective change in the business structures of the restaurants

Factor	Purpose	Terms of implementation
Management's understanding of the essence of dynamic processes	Ensuring the overall efficiency of the restaurant business	Acquisition of new competencies by the staff, use of effective methods of coordination, formation of effective relations
Adaptation of target groups and methods of work	Ensuring the development of technologies, products, strategies of the enterprise	Assessment of the basic principles and processes allowed by a particular technology
Ensuring the adaptation of the enterprise to changing situations	Providing flexibility	Decision making in situations with a plurality of partial changes while maintaining hierarchical planning in stable conditions
Abandonment of a successful strategy due to loss of uniqueness	Transformation of a slight advantage of market dominance	Pressure on developers to reduce the overall cycle time of innovation
Taking into account the values and norms of society	Ensuring compliance of enterprise values with public values	Gradual integration of values and norms of society into the regulations of the enterprise as standards
Transition from development management to project management	Identification of priority creative processes and growth of their efficiency	Formation of a project portfolio, application of effective project management technology

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ЕКОНОМІЧНА СИСТЕМА ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ РЕСТОРАННОГО БІЗНЕСУ

В статті розглянуто економічні системи інноваційного розвитку підприємств ресторанного бізнесу у посткоронавірусний період. Доведено, що управління змінами за принципом попередження критичних факторів, становить сутність процесу самостійної підтримки розвитку ресторану та визначає структуру, елементи і механізм управління ними. Невід'ємною частиною контуру управління підприємством ресторанного бізнесу, як соціально-економічною системою, є сучасна людина (активний елемент), що обумовлює специфічні властивості системи управління. Зазначено, що під інноваційним розвитком ресторану в умовах посткоронавірусної невизначеності зовнішнього середовища слід вважати таку траєкторію руху, за якою забезпечується зовнішня ефективність його функціонування за допомогою здійснення системи змін різних форм, обумовлених комбінацією таких основних факторів, як: нові технології; їх застосування в формі нових продуктів, послуг і процесів; нові ринки або їх окремі сегменти; нові організаційні структури управління, організаційний дизайн; нові підходи до управління. Визначено умови, що визначають різноманіття факторів впливу на бізнес-процеси та принципи стратегічного управління ресторанним підприємством, а також повинні забезпечувати його інноваційний розвиток. Реалізація такого стратегічного підходу до управління інноваціями в підприємстві ресторанного бізнесу базується на ефективному управлінні рухомим інформаційним полем, метою якого є формування систем знань, які, будучи ресурсом, забезпечують унікальну вартість конкретного ресторану. Запропоновано фактори забезпечення ефективних змін в діяльності підприємницьких структур ресторанного бізнесу, такі як: розуміння керівництвом суті динамічних процесів; адаптація цільових груп та способів праці; забезпечення адаптації підприємства до мінливих ситуацій; відмова від успішної стратегії з причини втрати унікальності; врахування цінностей та норм суспільства; перехід від управління розробками до управління проектами. Обґрунтовано напрямки досліджень, які будуть мати науковий сенс у дослідженні інноваційного розвитку підприємств.

Ключові слова: інновації, ресторанний бізнес, економічна система, бізнес-структури, інноваційний розвиток.