



DOI: <https://doi.org/10.58423/2786-6742/2022-2-42-53>  
UDC 640.43:338.48

### **Tatiana KOLISNYCHENKO**

Candidate of Technological Sciences, Associate Professor,  
Associate Professor of the Department of Tourism, Hotel and Restaurant Business  
Kyiv National University of Technology and Design  
Kyiv, Ukraine

ORCID ID: 0000-0003-0560-9520

Scopus Author ID: 57204433395

## **FUNCTIONAL CHARACTERISTICS OF RESTAURANT BUSINESS MANAGEMENT IN AN INNOVATIVE ECONOMY**

***Анотація.** Інновації є одним із важливих джерел формування конкурентної переваги для сфери ресторанного бізнесу в епоху новітніх технологій та засобів комунікації. В інноваційній економіці сфера ресторанного бізнесу трансформується на абсолютно нову, змінюючи власну технологічну, процесну, операційну основу. Метою статті є узагальнення функціональних характеристик управління ресторанним бізнесом в умовах інноваційної економіки, виявлення їх особливостей впливу на розвиток ресторанного бізнесу. У статті було застосовано такі методи дослідження: метод аналізу, узагальнення та синтезу, системний підхід для систематизації функціональних характеристик управління ресторанним бізнесом. Встановлено, що інноваційній економіці притаманні якісні зміни, до яких варто віднести техніко-технічний прогрес, впровадження інновації тощо. За таких умов результативне й ефективне управління ресторанним бізнесом має відбуватись завдяки забезпеченню впровадження функціональних характеристик, які поєднують мету діяльності ресторанного бізнесу, принципи і стандарти процесу управління ресторанним бізнесом, задачі розвитку ресторанного бізнесу, орієнтири діяльності ресторанного бізнесу, функції й інструменти системи управління ресторанним бізнесом, закони економічного впливу на розвиток ресторанного бізнесу, умови розвитку ресторанного бізнесу, засоби функціонування ресторанного бізнесу, чинники впливу на розвиток ресторанного бізнесу. Основним завданням є ступінь об'єднання усіх характеристик та їхнє використання у ході управління ресторанним бізнесом. Опрацювання цих важливих проблем потребує проведення подальших емпіричних досліджень, які забезпечать основу для діагностики поточної ситуації та підготовки інноваційної стратегії розвитку ресторанного бізнесу з урахуванням особливостей функціонування інноваційної економіки.*

***Ключові слова:** інновації, ресторанний бізнес, управління, функціональні характеристики, інноваційна економіка.*

**JEL Classification:** M21, O32

***Absztrakt.** A legújabb technológiák és kommunikációs eszközök korszakában az innováció az éttermi üzletág versenyelőnyének egyik legfontosabb forrásává vált. Az innovatív gazdaságban az éttermi üzletág teljesen új területté alakul át, megváltoztatva saját technológiai, folyamati és működési alapjait. A cikk célja, hogy általánosítsa az éttermi üzletvezetés funkcionális jellemzőit az innovatív gazdaságban, azonosítsa azok konkrét hatásait az éttermi üzletág fejlődésére. A cikkben a következő kutatási módszereket alkalmaztuk: az elemzés, az általánosítás és a szintézis módszerét, szisztematikus megközelítést az éttermi üzletvezetés funkcionális jellemzőinek rendszerezésére. Megállapítást nyert, hogy az innovatív gazdaságot minőségi változások jellemzik, amelyeknek magukban kell foglalniuk a műszaki és technológiai fejlődést, az innováció bevezetését stb. Ilyen feltételek mellett az éttermi üzletág hatékony és eredményes irányítása olyan funkcionális jellemzők megvalósításának segítségével valósulhat meg, amelyek ötvözik az éttermi üzletág célját, az éttermi üzletvezetési*



folyamat alapelveit és standardjait, az éttermi üzletág fejlesztésének feladatait, irányelveit, rendszer funkcióit és eszközeit, továbbá az éttermi üzletág fejlődésére gyakorolt gazdasági befolyásolás törvényeit, fejlődésének feltételeit, működésének eszközeit, valamint az éttermi üzletág fejlődését befolyásoló tényezőket. A legfőbb feladat – az összes jellemző egységesítésének mértékének és felhasználásának ismerete az éttermi üzletvezetés során. Ezen fontos problémák feltárása további empirikus kutatást igényel, amely alapot ad a jelenlegi helyzet diagnosztizálásához és az innovatív gazdaság működésének sajátosságait figyelembe vevő innovatív stratégia elkészítéséhez az éttermi üzletág fejlesztése érdekében.

**Kulcsszavak:** innovációk, éttermi üzlet, menedzsment, funkcionális jellemzők, innovatív gazdaság.

**Abstract.** Innovation is one of the important sources of competitive advantage for the restaurant business in the era of the latest technologies and means of communication. In the innovative economy, the sphere of the restaurant business is transformed into a completely new one, changing its own technological, process, operational basis. The purpose of the article is to generalize the functional characteristics of restaurant business management in the conditions of the innovative economy, to identify their specific effects on the development of the restaurant business. The following research methods were used in the article: the method of analysis, generalization and synthesis, a systematic approach to systematize the functional characteristics of restaurant business management. It has been established that the innovative economy is characterized by qualitative changes, which should include technical and technical progress, the introduction of innovation, etc. Under such conditions, the effective and efficient management of the restaurant business should take place thanks to the implementation of functional characteristics. The latter combine the purpose of the restaurant business, principles and standards of its management process, , restaurant business development objectives, restaurant business guidelines, functions and tools of the restaurant business management system, influencing factors and laws of economic influence on the development, the means of the restaurant business operation business. The main task to combine all characteristics and use them in the course of restaurant business management. Elaboration of these important problems requires further empirical research, which will provide a basis for diagnosing the current situation and preparing an innovative strategy for the development of the restaurant business, taking into account the peculiarities of the functioning of the innovative economy.

**Key words:** innovations, restaurant business, management, functional characteristics, innovative economy.

**Introduction.** Innovative economy is based on scientific knowledge, innovations, on the perception of new systems and technologies, on the ability of practical implementation of innovations. Innovation is becoming a key factor in competitiveness and plays an important role in the national economy. Innovation is one of the main sources of competitive advantage for the restaurant business in the era of new technologies, means of communication and knowledge economy. In the innovative economy, the restaurant business is transformed into a radically new one, changing its technological basis.

The management of the restaurant business was born as a result of the objective world in terms of knowledge of processes, accumulation of experience and constant collision of theory with practice. Business conditions are changing very quickly. It is advisable to select business management tools in accordance with the objectives. Managers need to keep up with current trends, test innovative solutions or improve existing solutions.

The interdisciplinary nature of the science of restaurant business management has naturally given rise to many historical, modern trends and schools of management.

The growing turbulence of the restaurant business environment affects changes in the content and forms of its management and complicates the identification of epistemological categories at the level of generality. The lack of precise and unambiguously understood basic aspects in science raises opinions about the lack of a clearly defined subject of study and the immaturity of this area of human activity as a scientific discipline.

**Literature Review.** Scientific and theoretical foundations of restaurant business management are reflected in the economic works of such scientists as Zapukhlyak I.B. [1], Zelinska H.O. [1], Pobihun S.A. [1], Yurynets Z.V. [3], Petrukh O. A. [3] and others who have made a significant contribution to the formation and development of the concept of the restaurant management system, in particular in an innovative economy. Despite the great scientific interest of researchers in studying the problem of restaurant business management, it should be noted the lack of sufficient classification features that would describe the peculiarities of the formation and development of the restaurant management system in the innovation economy. This adversely affects the efficiency and effectiveness of production and sales, provision of services, necessitates forward research on the specifics of restaurant business management.

**Purpose of the study.** The aim of the article is to generalize the functional characteristics of restaurant business management in an innovative economy, to identify their features of influence on the development of the restaurant business.

**Research results.** In the economic literature, we can find a sufficient number of works devoted to the management of the restaurant business in an innovative economy. All aspects of this issue are related to:

- Formation of the basics of business management,
- Search for characteristics and elements of the restaurant business management system,
- Substantiation of the main features of restaurant business management,
- Resource efficiency,
- Selection of optimal indicators and methods of evaluation of internal processes;
- Search for optimal management decisions and effective decisions;
- Classical and modern principles of restaurant business management;
- Development and application of approaches to restaurant business management;
- Tools for managing the restaurant business;
- Problems of managing restaurants of different sizes;
- Features of restaurant business management.

The effectiveness and efficiency of restaurant business management is due to the different number and complexity of internal factors and parameters. This applies to the application of innovation in business, the level of development of operational processes, labor cooperation, and use of available and innovative resources, motivation system. The most important aspect is the level of integration of all factors in their application in the business management process. The combined use of factors contributes to the effective development of the restaurant business.

Effective management of the restaurant business is due to the implementation of a number of functional characteristics that combine the purpose of activity of the restaurant business, principles and standards, development objectives, landmarks, management tools, management tools, management functions, laws of economic



impact on business development, conditions of development, means of functioning of restaurant business and factors influencing the development of the restaurant business.

Functional features of restaurant business management [1; 2; 3]:

- Purpose of the activity (ensuring stable operation, economic growth, strategic development, business competitiveness, balanced business processes, attracting customers, increasing profits, maintaining competitive advantage in the market);

- Principles and standards (integration, economy, continuity, optimality, complexity, flexibility, objectivity, alternative);

- Development objectives (research and elimination of disparities in business deviations, creating contradictions as a basis for business development, information and analytical support of business development, ensuring effective and efficient use of resources, maintaining and strengthening competitive positions, development and implementation of business development policy);

- Landmarks (organizational, financial and economic, social and psychological, environmental);

- Management methods (*socio-psychological* - social, psychological, moral; *economic and technological* - economic, technological, material; *administrative and legal* -organizational, administrative, disciplinary, budgeting, economic plans, design documents, social plans, incentives and sanctions, administrative and disciplinary instruments);

- Management tools (by direction of influence: direct and indirect influence (orders, instructions, instructions, regulations, plans); by way of taking into account the interests of employees: material, power, moral influence (economic incentives, staffing, regulations, contracts, moral incentives) by form of influence: qualitative, quantitative (instructions, estimates), by functional focus: organizational, planning, coordination, control, regulatory, motivational (controlling, regulation, strategic maps, monitoring, reengineering), by scope: marketing, financial , operational, etc. (factor analysis, benchmarking, outsourcing, etc.), the degree of novelty: creative, adaptive, selective, standard, non-standard (innovative, creative, exploratory), the scale of application (general, special), taking into account the time factor static, dynamic (balance, optimization, dynamic)); duration: long-term, medium-term, current (strategic, tactical, operational); by form of expression: conceptual, analytical (descriptive - Porter's strategic model, SWOT-analysis, PEST-analysis, etc.; formalized - BCG matrix, McKinsey-7S matrix, etc.); by direction of action: internal, external; by radical action: adaptive and bifurcation));

- Management functions (micro functions - analysis and evaluation of the state and trends of business development, planning, organization, programming, forecasting, motivation, process control, monitoring results, regulation, business communication, information protection, etc.; macro functions - production of products and services, implementation products and services, organization of consumption, financing, marketing and sales, innovation, etc.);

- Laws of economic influence on business development (general and specific; economic laws in force in socio-economic formations; economic laws in force at one of the stages of production (operational) processes);

- Conditions of development (conditions of growth of business activity; conditions of maintenance of restaurant business; conditions caused by the formed

demand; conditions caused by availability of resources; conditions caused by financial restrictions);

- Means of functioning of restaurant business (analysis of service and product quality; introduction or improvement of quality standards in business; assessment of the appearance of decoration; prestige; analysis of global and domestic trends in the restaurant industry; expanding and improving the range of services, taking into account the wishes of regular customers; from opportunities and limitations, the introduction of feedback from suppliers on the system of procurement, supply and acceptance of food stocks, improvement or development of dishes or additional menus, taking into account the wishes of regular customers);

- Factors influencing the development of the restaurant business (internal and external; factors that are focused on developing conditions for regulating the development of the restaurant business; factors that determine the incentives to form and develop the potential of the restaurant business).

The most important criterion for assessing the level of strategic business development in the formation of an innovative economy is sustainability. At the same time, the main goals of business development are economic growth, competitiveness, balanced processes, ensuring stable operation. The basis of business development is strategy. Therefore, an integral element is the need to study the directions of obtaining targets through the formation of an innovative strategy for the development of the restaurant business with limited resources. In this context, the problem of forming an innovative strategy for the development of the restaurant business is considered extremely relevant today.

**Conclusions.** The innovation economy is characterized by qualitative changes, which include technical and technological progress, innovation, and so on. Under such conditions, effective and efficient restaurant business management should be achieved by ensuring the introduction of functional characteristics that combine the purpose of the restaurant business, principles and standards of the restaurant business management process, restaurant business development objectives, restaurant business guidelines, functions and tools of the restaurant business management system. laws of economic influence on the development of restaurant business, conditions of development of restaurant business, means of functioning of restaurant business, factors of influence on development of restaurant business. The study of these problems requires further empirical research, which will provide a basis for diagnosing the current situation and preparing an innovative strategy for the development of the restaurant business, taking into account the peculiarities of the innovative economy.

#### References

1. Zapukhlyak I.B., Zelinska H.O., Pobihun S.A. (2018) Pidkhody, metody ta instrumenty upravlinnya zminamy v systemi upravlinnya rozvytkom pidpryyemstva [Approaches, methods and tools for change management in the enterprise development management system]. *Hlobalni ta natsional'ni problemy ekonomiky*, 23, pp. 204-209. [in Ukrainian].
2. Yurynets Z.V. (2013) Chynnyky, shcho vyznachayut' formuvannya konkurentospromozhnosti natsional'noyi ekonomiky [Factors determining the formation of the competitiveness of the national economy]. *Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky*. 4, 1(202), pp. 230-233. [in Ukrainian].
3. Yurynets Z.V., Petrukh O. A. (2018) Derzhavne rehulyuvannya ta finansuvannya innovatsiyno-investytsiynoyi diyal'nosti v Ukrayini [State regulation and financing of innovation and investment activities in Ukraine]. *Investytsiyi: praktyka ta dosvid*. № 6. pp. 79-82. [in Ukrainian].