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## DEVELOPMENT OF ENTERPRISES OF RESTAURANT INDUSTRY BASED ON MARKETING PRINCIPLES <sup>1</sup>

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**Abstract:** The author installed that the high level of dynamic marketing environment, especially macroeconomic destabilization and exacerbation of the political situation, require adaptive solutions in the management of the enterprise, including the sphere of marketing activities. It is proved that the necessary condition for successful work of modern enterprises in the field of restaurant industry is the creation of a marketing complex aimed at the formation of end-user-oriented, relatively inexpensive and effective marketing tools based on the use of modern technologies. Factors mentioned above cause the necessity to develop an integrated approach to their formation and thorough research of the issues of organizing marketing of interaction and management of contact personnel of enterprises of different segments, forms of ownership and sizes, criteria for evaluating the efficiency of the marketing complex for the sphere of restaurant services, incentive measures and directions for further development of the marketing strategy of the enterprises of service sphere. Particular attention is paid to the systematization of existing approaches to the formation of a marketing complex and to substantiate the model of marketing complex for restaurants in the enterprise.

**Keywords:** marketing strategy, mechanism, motivation, company, restaurant industry.

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## **1. Formulation of the problem.**

One of the most important directions of solving social and economic problems at the state, regional and local levels is the development of services. At the same time, the fundamental changes in the economic system and the institutional environment at the end of the 20th century, the result of which was the emergence of the service industry, were stimulated by the development of entrepreneurship as one of the key sectors of the economy, along with a large system-building industry.

The structure of enterprises is mainly focused on the sphere of services, catering, and retail trade. Of particular importance is the sphere of restaurant business, since traditionally the market of restaurant business refers to those spheres of the economy whose subjects are able to provide high profitability indicators, and, consequently, to develop dynamically, to be a promising and profitable type of entrepreneurial activity. The dynamic development of markets for restaurant services is accompanied by a technological revolution in the service industry, which leads to a sharp deterioration and change in the nature of the competition in this area of the economy. The emphasis in the formation of competitive advantages is increasingly shifted from price competition to non-price related to the construction of customer relationship management systems that allow them to interact with them in the long run.

A prerequisite for the successful work of modern enterprises in the field of restaurant business is the creation of a marketing complex aimed at the formation of end-user-oriented, relatively inexpensive and effective marketing tools based on the use of modern technologies.

At the same time, the available publications devoted to the study of restaurant business, are reduced mainly to recommendations of a private nature. The complex approach to their formation is not developed, the relationship between the level of competitiveness and the choice of marketing strategy can not be traced; further research is needed on the organization of marketing of interaction and management of contact personnel of enterprises of different segments, forms of ownership and sizes, criteria for evaluating the efficiency of the marketing complex for the sphere of restaurant services, measures of stimulation and directions for the further development of the marketing strategy of service enterprises.

## **2. Analysis of recent research and publications.**

In addition, all existing to date theoretical and methodological approaches to the formation of a marketing suite of services are developed for large companies, where all managerial information for decision-making is clearly structured, there are specialists in collecting and analyzing information about the external environment, there are opportunities for financial support for the implementation of the chosen marketing strategy. The managers of small and medium-sized enterprises are faced with the situation of the specificity of the service and the expansion of the list of necessary marketing measures, on the one hand, and the limited possibilities as an impact on the consumer in the conditions of monopolistic competition, which characterizes the majority of markets for the services of small enterprises, and the implementation of the chosen strategy, on the other hand.

The theoretical and methodological issues of the development of the business services sector were studied by D. Bell, T. Veblen, J. Gelbright, S. Chebotar, Y. Larina, O. Lucius, M. Shevchyk, R. Buryak, S. Bonyar, A. Ryabchik, O Prus, V. Rafalskaya.

## **3. Task formulation.**

In view of the above, the theoretical research of the complex of marketing services, the development of recommendations that promote its effective realization at different enterprises as a system of measures for increasing their competitiveness appear to be relevant.

#### 4. Main material exposition.

The restaurant economy plays a significant role both for the economic sphere and for the social, which manifests itself in promoting the country's economic development and ensures the quality of life of the population through satisfaction, above all, of its basic physiological needs. Enterprises in the sphere of restaurant industry are characterized by the unity of organization of production and customer service, which determines the specifics of their activities. Modern mass catering companies have moved to meet the individual, personalized needs of consumers, more and more attention is paid not only to the organization of consumption of culinary products, but also to the provision of leisure and recreational conditions for consumers. In these trends, the role of marketing and marketing activities in restaurants has increased.

The reform of the sphere of restaurant business began at a rapid pace from the beginning of the XXI century. Changes in the Ukrainian economy and social spheres have had a positive impact on the restaurant industry, a modern market of restaurant services has been formed and developed. New establishments are opened, the range of culinary products expands, new types of services are offered and modern marketing technologies are used to promote restaurant services. According to O. Dannikov, the development of the domestic market of tourist-resort services, hotel and restaurant business has led to the intensive development of marketing in these areas of activity, especially in large cities.

In Ukraine, the term "restaurant industry" is legally defined, which defines the type of economic activity of economic entities in relation to the provision of services in relation to the satisfaction of the needs of consumers in the diet with or without leisure activities. Subjects of economic activity carry out activities in restaurant industry through restaurants restaurant facilities [4]. According to National Ukrainian Standard 4281: 2004 establishments of the restaurant industry are an organizational and structural unit in the sphere of restaurant industry, which carries out production and trading activity: it produces and / or prepares, sells and organizes consumption of own products and procured goods, can organize consumer leisure [4]. In other words, restaurants are institutions that provide food services to the public, with a clear specificity of activity, the main of which is the production and offering of products of own production, finished products and services for organizing their consumption.

To determine the specifics of the restaurant industry enterprises, we will analyze the nature of the service. The most accurate and thorough, from our point of view, is the definition of the service offered by N. Lysechko, which indicates that the service is a process of interaction between the producer and the consumer, realized within the functional activity of the management entity - the service provider, which results in the formation of satisfaction a consumer based on a series of tangible actions within the framework of simultaneous production and consumption of products, and obtaining economic, social and other benefits of the manufacturer. The author is right that the service is presented as a process and emphasizes that it is provided within the framework of certain professional activities, which results in obtaining economic, social and other benefits.

Restaurant services are aimed at satisfying the material and non-material needs of consumers, especially in food, as well as in communication, leisure, entertainment, leisure time. All services are characterized by specific features that need to be taken into account during marketing activities [1]:

- high level of uncertainty of the result during the purchase. The consumer orders, chooses one or another service, but he can't predict the end result and the quality of the service, as well as how satisfying his needs will be;
- inseparability of production and consumption of services - the production, provision and consumption of services is carried out simultaneously, this confirms the inalienability of it. The place of provision and consumption of services is one and the same, because the

service can't be packed, transported;

- service can't be saved. The consumer (or the person who renders the service) can't pack, store or carry the service;
- impossibility to feel the service as a result of its intangible nature, that is, the service does not have a definite form, size, color and smell;
- volatility of the quality of services, is manifested in the fact that in different periods of service are produced and provided by different workers, under different conditions, which causes the heterogeneity of their final result.

It should also take into account the features of restaurant services, which necessitates the allocation of specific characteristics, among which we consider it necessary to pay attention to the following:

- Exclusivity - a manifestation of uniqueness during the provision of services;
- heterogeneity - the services provided by catering establishments are the severity of standardization;
- heterogeneity of services consists in the fact that, depending on the place, form, quality of their provision, consumers' needs can be satisfied in different ways, for example, for one's needs for food, for others - for leisure, and for the third one - for prestige, etc.;
- subjectivity - studying the individual preferences (needs) of the visitor;
- Publicity of service provision - openness and transparency of the functioning of the restaurant establishment.

The manifestation of the general (properties that are characteristic of all types of services) and the specific features (properties that are typical of the restaurant industry) services that need to be taken into account during the marketing activities and their planning at the restaurant industry.

Discussion of the combinations of marketing tools: goods, prices, sales and promotion remains. It can be characterized as a set of interdependent elements, marketing decisions, controlled factors, marketing activity parameters, marketing tools, system of measures, methods, methods by which it would be possible to interact with customers. But despite their different names, all authors are united in the opinion that the marketing complex solves the problem of meeting their needs by influencing consumers.

The classic and most used in the theory of marketing is the marketing complex "4P", the structure of which includes goods, prices, sales and promotion. The benefits of the 4P marketing complex include:

- Simplicity and visibility of the model in combination with its convenience for use in marketing activities;
- Laconic name that is easily remembered, all elements in English start with the letter "P" (product, price, place, promotion);
- their use is directly aimed at stimulating consumers to make purchases;
- controllability of the elements included in the marketing - the marketer can manage each element in order to improve them;
- selection of the most perspective combinations of elements.

In the marketing complex "5p", "6p", "7p", "8p" and others, to the traditional "4p" most often include the process - the process of provision, people - personnel, physical evidence - material objects, as well as "package", "Presentation", "prefer", etc. But, in our opinion, elements such as process, physical evidence, package, presentation, preference and value are component parts of the product. As the marketing commodity, policy involves the process of development, product development, the formation of its value, the provision of certain properties, the design and manufacture of packaging and putting on the market.

In addition, given that the elements of the marketing complex should affect the consumer behavior of "profit" in general can't be attributed to the marketing mix. Although to a certain extent, "profit" and "cost to the customer" appear in "price" - the prices, as part of its

structure. However, it should be borne in mind that in most cases, when developing a marketing pricing policy, the company focuses on maximizing profits [6].

In our opinion, "public relations" and "communication" should be considered within "promotion". "Public relations" is one way to promote the product on the market, therefore, it is an integral part of the promotion "marketing" complex, which facilitates the exchange of information with the buyer. "Eternity" - devotion, the development of loyalty is also a consequence of the policy of promotion, so the allocation of its individual element does not solve an independent task. "Customer needs and wants" - this is the principle of marketing, identify and satisfy the needs of the buyer.

We believe that the element "people" - consumers can't be considered as an element of the marketing complex. We came to the conclusion that the marketing mix is intended to influence consumer behavior, so if you include "people" in the marketing mix, it will mean that consumers themselves will influence their behavior, so consumers should be seen as an object targeted by a marketing mix.

Thus, many of the elements of the marketing complex can be considered as elements of the main "4P". In particular, "ethics" and "ethics" - ethics and aesthetics - are a collection of rules and regulations that are under the elements of every element of the traditional marketing mix. You can also take advantage of any of the elements of the traditional marketing mix, and therefore it is inappropriate to distinguish "prefer" in an independent element.

According to the results of the study, it has been found that as scientists, as elements of the marketing complex more than 30 elements, but in our opinion, in most cases it is unwarranted. One should agree with the opinion of E. Golubkov, who notes that the expansion of the marketing complex ceases to satisfy the definition of this concept. The traditional structure of the marketing complex has been adopted by leading marketers in the world. The elements are not characterized by the marketing complex, but by the factors influencing marketing activity, which must be taken into account including in the development of a marketing mix. Most scholars [1, 3, 6, 7], who continue to research in the direction of improving the marketing mix, also recommend avoiding unwarranted expansion of the components of the marketing mix, since it is "4P" that is the most convenient and optimal model. At the same time, they propose to work in the direction of changing the nature of these components and their priorities, depending on the specifics of the enterprise, its products and services. Consequently, the marketing complex in most standard cases should be improved on the basis of the principle of adaptation, with the avoidance of conceptual review and unjustified extension due to the addition of a significant number of new elements.

The specificity of services makes it necessary to review the complex of marketing of services companies. In this direction, the research of scientists continues, according to the results of which it is determined that the current practice of marketing activities in different spheres of services and industries has different approaches to the formation of an adaptive marketing mix: O. Patsyuk, N. Danilov, I. Potapyuk, O. Brigasheva, & V. Shinkarenko.

In the restaurant industry, there are also different approaches to the formation of a marketing mix. N. Lysechko notes that the complex marketing mix is locked up, all the elements are interconnected. The overall effectiveness of marketing is realized in the case of the effectiveness of individual elements. The author distinguishes 6 elements of the complex. The first four elements are of a classical nature, and are implemented within the framework of traditional strategies. However, the prerequisite for their formation is the results of the leadership in the field of internal marketing. The specifics of restaurant services reflect two other elements of the complex: personnel, processes and technologies; they also form a closed loop and represent interactive marketing: the contact staff, using technologies and processes, produces and sells services to the consumer.

The analysis of existing approaches to the substantiation of the marketing complex has

shown that its adaptation to the specifics of the activity of a particular enterprise and the characteristics of the industry can be carried out in two directions:

- expansion of elements of the marketing complex, their rearrangement;
- review of the internal content of the component (product - for service, price - for the tariff, etc.), when the number and structure of elements of the traditional marketing complex "4P" remains, but the essential understanding of each of them changes.

It should be noted that since the traditional marketing complex does not take into account the specific and unique elements of the service, the formation of the marketing complex for service enterprises goes beyond the standard cases, therefore its adaptation to the conditions of operation of the services sector should be carried out in both directions: both in the direction of expansion of the elements marketing complex both in the direction of refining their content.

Taking into account the specifics of the restaurant business, we consider it necessary to include the key priority elements of the restaurant business, such as restaurant revenue, guest flow (checks), the average check per guest (hereinafter referred to as "3KPE") in the marketing mix. Taking into account the specifics of the restaurant industry and the features of the industry, the marketing complex is unified in both directions, both in terms of the composition of the elements and in terms of their essence. Thus, when developing a marketing plan for restaurants, we recommend that you follow the model of the 4P3KPE marketing complex: product, price, location, promotion, restaurant revenue, guest flow (number of checks), and average check per guest.

In the marketing activities of enterprises of the restaurant industry, a special place occupies a commodity policy, according to which the company develops and manufactures products, services are provided, an assortment of goods and products of the enterprise is formed, and it is managed according to the needs of consumers and market trends. In turn, the commodity policy includes an assortment policy according to which the menu of the restaurant industry is formed, its composition and structure according to the types of dishes is determined.

The specifics of the pricing policy of enterprises of the restaurant industry is that the price level is determined taking into account the type and class of the enterprise, the costs. Elite restaurants use the highest level of trade surcharge, in mass catering companies, and quick service - lower. In addition, different price incentives are used for different categories of consumers.

In the sphere of restaurant services, a zero sales channel is used. Products and services are provided to the consumer directly at the place of their manufacture. Therefore, the element "place" from its classical understanding as channels of bringing products to consumers is transformed in the area of restaurant services into an element that is determined by the location of the institution, it is characterized by the area of dislocation, the environment, pedestrian flows, and transport links of the institution. Sales policy in restaurants has become new in terms of the development of innovative types of sales, which greatly expanded the sales opportunities of facilities. This contributed to the introduction of modern types of sales in the restaurant industry: outbound service; delivery of dishes to offices, home; order by phone or via the Internet. The communication policy of the restaurants of the restaurant industry is characterized by exclusive means of promotion of products, among which the most widespread menu, staff advice, individualization of advertising appeals, signage, exterior, decoration of the adjoining territory.

Characterizing the specific elements of the restaurant marketing complex, it should be noted that the human factor, as a way of offering and providing services in restaurants, greatly affects the satisfaction of the guest. The quality of the service and the level of satisfaction of the guest depend on the professionalism, competence and practical skills of the staff. Therefore, in the planning process of marketing activities of the restaurant industry,

great attention should be paid to this component, and to form an effective human resources policy within the marketing plan. Increasingly, the satisfaction of consumers when visiting restaurants is influenced by the organization of a service characterized by conditions and level of service, additional services.

Despite the fact that to a large extent the quality of service depends on the staff of the institution, an important part in the organization of the service play additional services.

1) Baking Workshop. The restaurant's customers will never be too old to attend such a master class. The idea of "cultural drinking" is still alive and active in the mass consciousness.

For this purpose, it is necessary: special program from the bartender-mixologist; learning to combine drinks with each other; a story about the history of drinks and their combination with food.

At the same time, the main advantages for the visitor will be: will be able to surprise friends; to become "the soul of the company".

Benefits for the restaurant:

- sale;
- loyalty

The current service will be for single men aged 28 to 35.

2) Sockets are mounted in a bar counter.

3) Electronic cigarettes in the bar.

Currently, smoking of any tobacco product is prohibited in public places. However, this does not apply to electronic cigarettes, because the law says it is "About restrictions on tobacco smoking." In electronic cigarettes there is no tobacco, therefore, they do not fall under this law.

4) Guests as professional critics.

A great idea to invite guests to the menu test, thus providing a free focus group that will increase loyalty and make the dishes truly tasty and interesting. When the management of the institution or your staff conducts the test, in 90 % of cases it will be biased.

5) Living walls. Restaurant managers are accustomed to using the services of florists, ordering pots with flowers, special compositions. The idea of constructing a "real living wall" is quite original, interesting and truly fresh.

6) Retro-video games ("dancers", "mario", mortal kombat, etc.). If your target audience is from 25 to 35 years old, installing consoles with such games is a great idea, which allows you to attract additional audience to your bar.

7) Special offer for staff of other restaurants. At one time there was a very popular "staff party" held on Monday for all club staff. A special offer should be made for other restaurants. Advantages for the restaurant: you spend your salary employees of competitors; there is a promising, loyal staff that you can hire.

8) Paste buffet with sales in grams. A great idea to sell paste in grams, the visitor can choose exactly as much as he needs.

Benefits: Increase sales (guests will be ordered in grams more than portions); the illusion of price affordability.

9) The chef's blog. In it the chef teaches recipes, shares new menus, tells about a careful selection of suppliers. Important: Communication should be relevant to your positioning.

10) Dishes that sell themselves. If the visitor sees an interesting presentation of the dish (feed, item on the table, etc.), sales increase.

Within the product element, in addition to additional services, organizational aspects - conditions and methods of service, as well as the atmosphere of the institution, which is formed through aesthetics, serving of tables, dishes that are used, processing and serving of dishes, etc., should also be considered. That is, the general impression, the feelings that arise when visiting a restaurant business enterprise - this is the consumer's emotions, it is they are directed marketing policy of emotions - "emotions" - an element of the marketing complex,

which in modern conditions is very relevant and requires additional marketing efforts. A thorough analysis of the toolkit elements of the marketing complex has shown that its classics are aimed at the guest, but in order to achieve maximum client orientation, an effective internal mechanism of influence on the specific elements of the restaurant marketing complex of the restaurant industry is required. Therefore, marketing planning in restaurants should include a program of external and internal marketing, the implementation of which should produce a synergistic effect to achieve a high level of satisfaction of customers of restaurant services.

The need for internal marketing in restaurants is largely due to the specifics of restaurant services - the direct contact of staff with customers, resulting in customer satisfaction largely depends on the work of staff, which can be achieved through the establishment of interrelations within the institution. The consideration of the human factor involves not only communication, but even the establishment of certain relationships with both the staff inside the company and consumers [7].

The role of internal marketing, which, according to S. Leonov's definition, is the use of a marketing approach to employees, the formation, promotion, coordination and integration of personnel for the effective use of corporate and functional strategies, in order to meet the consumer through the process of interaction with motivated and customer-oriented personnel, is growing in the process. Implementation of personnel management functions.

When developing a marketing plan in restaurants, it is necessary to realize that customer satisfaction will be higher, the more the employee will be proactive, friendly, and able to offer a dish or a range of them and incline the client to make an order. And for this, the employee himself should be as much as possible interested in promoting his institution, his products and services. The following elements of internal marketing will contribute to solving these challenging tasks: motivating and stimulating staff, training and professional development, introduction of service standards, improvement of the organizational structure of the enterprise, organization of selection and staffing, increasing the efficiency of internal communications and interconnections, and introducing a corporate culture. Due to the introduction of internal marketing in the restaurant industry enterprises, by meeting the needs of domestic consumer workers and increasing the efficiency of their work, will be conquered and retained by external customers - business customers.

Unlike personnel management as a management function that involves the planning, selection, training, evaluation, training and motivation of personnel, in order to achieve the goals of the enterprise, the marketing policy of the staff is aimed at systematic study of the needs of staff and their satisfaction, using the tools of the complex of internal marketing. Due to the introduction of internal marketing in the restaurants, the staff will become an active participant in the process of providing services and more customer-oriented.

## **5. Conclusions.**

The specifics of restaurant services have necessitated a review of the marketing complex in restaurants. The study of the experience of the modern world practice shows that there are numerous modifications of the marketing complex, while in the aggregate the number of elements that belong to one or another model exceeds 30. The author identifies the most important elements of the marketing complex for restaurant enterprises. According to the results of the research, the model of the marketing complex for restaurant enterprises is justified, which is in addition to the traditional elements: commodity, price, marketing and communication policies, it includes the key priorities of the restaurant business - restaurant revenues, guest flow (the number of checks ), the average check for the guest.

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**Розвиток підприємств ресторанного господарства на маркетингових засадах**

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**Анотація.** Автором встановлено, що високий рівень динамічності маркетингового середовища, особливо макроекономічна дестабілізація та загострення політичної ситуації, вимагають адаптивних рішень в управлінні підприємством, в тому числі в маркетинговій діяльності. Доведено, що необхідною умовою успішної роботи сучасних підприємств галузі ресторанного бізнесу є створення маркетингового комплексу, метою якого є формування орієнтованих на кінцевого споживача, щодо недорогих і ефективних інструментів маркетингу, заснованих на застосуванні сучасних технологій. Зазначене обумовлює необхідність у виробленні комплексного підходу до їх формування та ґрунтовному дослідженні питань організації маркетингу взаємодії і управління контактним персоналом підприємств різних сегментів, форм власності та розмірів, критеріїв оцінки ефективності маркетингового комплексу для сфери ресторанних послуг, заходи стимулювання та напрямки подальшого розвитку маркетингової стратегії підприємств сфери послуг. Особливу увагу в статті приділено систематизації існуючих підходів до формування комплексу маркетингу та обґрунтуванні моделі комплексу маркетингу для підприємств ресторанного господарства.

**Ключові слова:** маркетингова стратегія, механізм, мотивація, підприємство, ресторанний бізнес.

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**Развитие предприятий ресторанного хозяйства на маркетинговых принципах**

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**Аннотация.** Автором установлено, что высокий уровень динамичности маркетинговой среды, особенно макроекономическая дестабилизация и обострения политической ситуации, требуют адаптивных решений в управлении предприятием, в том числе в маркетинговой деятельности. Доказано, что необходимым условием успешной работы современных предприятий отрасли ресторанного бизнеса является создание маркетингового комплекса, целью которого является формирование ориентированных на конечного потребителя, эффективных инструментов маркетинга, основанных на применении современных технологий. Этим обусловлена необходимость в выработке комплексного подхода к их формированию и исследовании вопросов организации маркетинга взаимодействия и управления контактными персоналом предприятий различных сегментов, форм собственности и размеров, критериев оценки эффективности маркетингового комплекса для сферы ресторанных услуг, меры стимулирования и направления дальнейшего развития маркетинговой стратегии предприятий сферы услуг. Особое внимание в статье

уделено систематизации существующих подходов к формированию комплекса маркетинга и обосновании модели комплекса маркетинга для предприятий ресторанного хозяйства.

**Ключевые слова:** маркетинговая стратегия, механизм, мотивация, предприятие, ресторанный бизнес.

### Appendix A. Supplementary material

Supplementary data associated with this article can be found, in the online version, at <http://sepd.tntu.edu.ua/images/stories/pdf/2017/17povaek.pdf>

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