

CHAPTER 3. PRACTICAL ASPECTS OF IMPROVING THE MANAGEMENT SYSTEM OF HOSPITALITY INSTITUTIONS

3.1 INTRODUCTION OF NEW ELEMENTS OF INNOVATIVE MODELS FOR HOTEL FACILITIES

The article analyzes the dynamics and development of innovations in service industry. It was found that innovations are a huge incentive for the further development of the hotel business; which contributes to meet world standards of hotel services. The article substantiates the need to introduce innovations in domestic hotel enterprises in order to reach a larger number of potential consumers of hotel and restaurant product.

Based on the study, the author draws conclusions about the feasibility of using innovation as an important tool for the hotel enterprises development. It is generalized that the use of new technologies of investment process management in the hotel and restaurant business at the present stage of economic development is an important task, which is of great interest to managers of enterprises in this field.

With the beginning of economic reforms during the 1990s, there was an urgent need for a systematic study of the general and specific features of the hotel business, its organization, patterns of development and management, its intersectoral and infrastructural relationships. The problems of finding investments on the basis of which hotel enterprises can be developed in accordance with international standards of commercial hospitality have become especially important. However, modern economic theory has so far proposed solutions to these problems, mainly for the branches of material production. The specifics of hotels in this regard, so far, have not been fully analyzed and studied. Hotel innovations continue to be analyzed only in the narrow range of additional services that the hotel can provide to its customers, and their investment development continues to remain outside the scope of comprehensive economic analysis.

In order to study the problem of innovative development of the hotel industry, the article deals with the fundamental foundations of the implementation of measures of scientific and technological progress, its economic essence, the relationship with

business processes of this concept. This led to the appeal to the works of J. Schumpeter, P. Drucker, A. Anchyskin, N. Kondratiev, M. Deliahin, D. Kokurin, Yu. Yakovets. The works of Lynn Van Der Wagen, E. Christopher, J. Walker, I. Andrzejczyk, I. Zorin, N. Kabushkin, V. Kvartalnov, O. Chudnovskiy, E. Filippovskiy, L. Shmarova and others were also studied.

However, the problems of innovative development of hotel enterprises remain poorly studied. This is largely due to the fact that for a long time the hotel and restaurant business remained on the periphery of scientific and economic observation. The urgency of these problems led to the choice of research topic.

The main objectives of the article are to analyze and dynamics of innovative development and its impact on the hotel industry.

Modern tourism is a complex socio-economic system, an element of which is a highly profitable diversified industrial complex, called the hotel and tourism industry. International hotel business is a special segment of the hotel industry, which is characterized by a high degree of internationalization of capital, the international nature of its operations, as the hotel system considers the whole world as its field of activity. Thus, the international hotel business plays an important role in solving the problems of integrating a national economy into the world economy and attracting investment in the real sector of the economy. At the same time, the industry is in the process of adapting to international standards. The main distinguishing feature of the modern economy is innovation. Innovation is a powerful strategic and anti-crisis tool. The relevance of innovative technologies is explained by the globalization of the world market, shortening the life cycle of goods, as well as the need for a strategic approach to updating the quality characteristics of products and services.

Innovation in tourism is a system of organizational and economic, research, technological and other measures and their results aimed at radical transformation and renewal of the tourist product, the mechanism of its promotion and implementation in order to achieve economic, social, environmental or other effect [47, p.17].

The application of innovations in tourism greatly facilitates the process of providing tourist services, which begins with informing about them and ends with their

final consumption. For example, the emergence of the World Wide Web has led to the simplification of information exchange, improvement of methods of implementing the marketing cycle in tourism, the development of electronic means of payment with customers and suppliers etc. The innovations use in the hotel business is economically feasible and effective if they bring the hotel additional income, provide competitive advantages in the market, increase market share, reduce costs, improve the service process, increase the efficiency of individual departments and the hotel as a whole.

The hotel business is a highly saturated information industry. It is known that the success of the business of some sectors of the economy directly depends on the speed of transmission and exchange of information, its relevance, timeliness of receipt. This also applies to any accommodation. The successful development of the hotel business involves the widespread use of the latest technologies both in the introduction of new hotel services and in their promotion on the market. It is obvious that the introduction of innovative technologies is becoming an integral part of increasing the competitiveness of the hotel business, as well as improving the quality of service.

Thanks to modern forms of management, such as franchising and contract management and a combination of these forms, hotel companies have been able to reduce costs when entering the market, more centrally manage their financial resources, minimize current costs, pursue more effective pricing policies. As a result, the development of the modern hotel sector is characterized by an increase in the share and role of international business in it. International hotel corporations that create hotel chains dominate the accommodation market. However, the processes of concentration and centralization in the international hotel business have not led to the complete displacement of relatively small independent hotels.

At the moment, the world is undergoing a global economic process of division into massive blocs, such as the European Union (EU), the North American Free Trade Agreement concluded between the United States and Mexico etc. The European Union has lifted national restrictions not only on trade but also on the movement of labor and capital. The synergies that arise between all participating countries have a positive

effect on their development. As industrial, commercial and tourism links develop within the EU, the need for hotel services is growing steadily.

In Asia, the rapid development of Hong Kong was stimulated by the rapid growth of the economy of neighboring countries and the specifics of the tax system. In Hong Kong, a universal corporate tax of 16.5%, income tax of 15% is levied and no capital gains tax or dividends are levied [48]. Some hotel corporations are headquartered in Hong Kong, including MandarinOriental, Peninsula, Shangri-La, all of which are world-famous five-star hotels. They are based in Hong Kong due to low corporate taxation and the ability to use professionals from other countries as administrators, without much bureaucratic delay. In developing countries, as they achieve political stability, the hotel business development goes hand in hand with general economic and social growth. An example is the countries of the former Eastern European bloc, where the last few years have created excellent opportunities for the development of hotel corporations.

In conducting public policy tourism, national tourism administrations of most countries take into account the forecast of tourism development in the world, compiled by the World Tourism Organization (UNWTO) – the largest intergovernmental organization, which is a specialized UN agency and has 153 countries. According to the UNWTO study “Tourism - Panorama 2020” in the period from 2014 to 2020, global tourist arrivals are projected to more than double. After the 996 million tourists in 2013 it increased by 39 million tourists in 2014, the number of international tourist arrivals for the first time in history exceeded one billion (1.035 billion). UNWTO predicts that by 2020 the number of international tourist arrivals in the world will be 1.7-1.9 billion [49].

The basis of the tourist accommodation market in the world is hotel and similar enterprises - up to 70% of the market. At the regional level of Ukraine, the improvement of modern hotel business infrastructure is recognized as one of the priority areas of national economy development. World hotel corporations are actively developing the Ukrainian market: in many cities, especially in the capital, there are hotels of the largest hotel chains, which indicate a significant prospect for the

development of this area. Experts of the tourist market note that until recently the tourist infrastructure of Ukraine was not developed well enough. Since 1992, the market of tourist accommodation has seen a trend of reducing the number of large hotels and their simultaneous capacity. There is also a gradual replacement of large complexes by more mobile, flexible forms of business - mainly in the form of small hotel business enterprises of various types and categories.

During 2010-2013 modern hotels were opened in many cities of Ukraine. Currently, a number of cities in Ukraine are building hotels that will operate in accordance with international standards of hotel service. Thus, new hotels are being built in Kharkiv, Dnipropetrovsk, Lviv, Zaporizhia, other cities of Ukraine and regions. The number of transactions in the hotel segment of Kyiv in the first half of 2017 decreased by almost 8 times compared to the first half of 2019, but still this figure is 3 times more than the number of transactions in the hotel segment in 2019 [50].

Analysis of the current state of tourism in Ukraine shows that in recent years this area is generally developing steadily and dynamically. There is an annual increase in domestic tourist flow. The growing demand for tourist services within the country has caused a boom in the construction of small hotels, mainly in resort regions, as well as an increase in the number of hotels in international hotel chains in Kyiv, Kharkiv and other major cities, the creation of domestic hotel chains.

The volume of investment offers for hotel construction from both foreign and domestic investors has sharply increased. At the same time, the main proposals are aimed at the development of the hotel business in the regions of Ukraine. The successes of recent years in the development of the resort and tourist complex of Odessa region should be especially noted. Due to this, not only Odesa, but the whole Odesa region as a whole has gained worldwide popularity, which determines the long-term business interest in the development of tourist infrastructure in the region and the guarantee that in a few years the Black Sea coast will become a world-class resort.

The latest Internet innovation is the development of social networks such as Facebook and MySpace. Now both hotel and travel companies participate in them. In other words, effective hotel management includes equal consideration of economic,

environmental and functional aspects, as well as capital investment, production costs and process quality, along with comfort, health and satisfaction of needs. This approach of international developers and investors is called “the blue way”.

The term “Blue Sustainability” appeared in Ukraine relatively recently and is already widely used by hotel business professionals. The concept includes a set of measures to save costs, effective planning, improving the level of service, reorientation in favor of environmental technologies. “The blue way” characterizes the package of services provided in accordance with the principles of renewable, energy efficient and environmentally friendly use, including in the hotel industry. At the same time, environmental friendliness, characterized by the concept of "green", is included in the concept of ‘the blue way’: if the building is environmentally friendly and meets all the requirements for economy and functionality, it is a visible example of this holistic and balanced approach.

One of the most common global trends in the hotel business for business and luxury hotels is to attract business tourists with art objects. Hotel operators work with leading galleries and museums, decorating halls, restaurants and rooms with art and antiques, offering their customers tickets to various exhibitions. For example, the Radisson Blu Edwardian hotel chain (England, London) is working with the Victoria and Albert Museum to offer customers a package that includes accommodation, breakfast and tickets to an exhibition dedicated to the legendary musician David Bowie. The popular Crowne Plaza Canberra business hotel in Vienna offers tickets to exhibitions held at the National Gallery of Australia. Siam Kempinski Hotel Bangkok in Thailand changes its exhibition of paintings by local artists every three months, which are exhibited in parallel with art objects from the collection of the Museum of Thai Contemporary Art, which has more than 4,000 works.

Along with attracting business tourists with art objects, the common world practice of promoting premium hotel services is to focus on a narrow segment of customers to create an original hotel product. For example, the number of Women only hotels is growing worldwide. The first such hotel (Barbizon Hotel for Women) appeared in the early twentieth century in New York. This “women only” hotel was to be seen as a

symbol of feminism. Since the 1980's radical rules were relaxed, everyone could stay in the hotel. Currently, the hotel is included in the National Register of Historic Places of the United States [48]. It should be noted that the root cause of the creation of exclusively women's hotels - the idea of feminism - has eventually given way to the religious aspect, which is related to the rules of conduct of women in the Islamic world. In this regard, in 2007, Saudi Princess Madawa bint Muhammad supported the initiative of local businesswomen to open a special hotel Luthan, or "Escape in search of refuge", in Riyadh. All hotel staff are also women. As stated on the booking.com website, "Men, couples and children are not allowed to stay in the hotel".

The modern market of hotel services is in constant dynamics, responding to emerging customer requests. Business travelers who need to rent a room for a few hours a day have become the reason for the emergence of a new service on the market - day hotels. Business people who have come to another city feel the need to put themselves in order before an important meeting or just relax after a long flight and then leave the hotel. For more than ten years, this service has been offered by hotels at airports, since 2010 this idea has spread among city hotels. Day visitors are usually asked to leave before 18:00 or 19:00 in order to prepare the rooms for the evening arrival of the next visitors. Thus from the visitor not hourly payment, and the fixed cost of number for day is taken. It is noteworthy: despite the fact that such a service is offered by many airport hotels, to such large hotel chains as Holiday Inn, Ibis, Novotel, Hilton, Sheraton on the Internet sites of hotels, the possibility of daily accommodation is rarely advertised.

Capsule hotels, which first appeared in Japan (Osaka) in 1979, offer tourists an alternative to budget and short-term accommodation in megacities. Capsule hotels consist of small rooms. Space in hotels is divided into two types: common and individual, which inevitably follows from the organization itself. A large public space is a mandatory requirement of capsule hotels of this type. The original Japanese concept of capsule hotels has undergone major changes for the better, and now respectable tourists stay in capsule hotels. The main purpose of the visit for the Japanese to the capsule hotel is not to stay in capsules, but to visit onsen. Onsen is a

wellness center equipped with large hot mineral water baths. The Japanese believe that in prehistoric times only the gods had access to mineral springs. Therefore, accommodation in hotels such as Green Plaza Shinjuku is considered a joyful ceremony.

Determining the right evaluation criteria when developing a pricing strategy is of great importance in the hotel business. It should be noted that the emergence of a large number of budget hotels in the world is directly related to the development of low-cost air travel (Lowcost): poor passengers have become potential tourists. At the same time, there are only two ways to satisfy the needs of customers with little wealth: either to minimize the set of services, or to minimize the area of the room. The Asian corporation Tune Hotels has advanced much further on the path of creating inexpensive hotels. It was founded by the owner of the budget airline Air Asia Tony Fernandez. Today, the chain includes 27 hotels located in five countries. The company's motto is "five-star beds at one-star prices". The tune rooms (about 10 sqm) are equipped with a wide bed, table, chair and fan. They also have a small bathroom. But there are no towels and soap. The basic cost of living in the flagship hotel Downtown Penang (Georgetown) is about \$ 30. If guests have a desire to turn on the air conditioner, access the Internet, buy a towel, soap, etc., they will have to pay extra.

The undisputed leader in the budget hotel market is the French corporation Assor. The development of the economic segment in the Accor Group is given special importance: it generates significant revenue for the operator and is an important factor in global growth. According to analysts, the group of ibis brand, which belongs to the economy class, is most suitable for development in the regions of Ukraine. Taking the first place in the European rankings, it sets the tone on many platforms outside the Old World. The goal of ibis is to increase the share of direct bookings from the site to 40% by 2015. The number of web site visitors only in 2014 increased by 30% [51].

Along with capsule hotels, Bubble hotels belong to hotels with a unique concept and design. In France, there are a number of transparent tents designed for accommodation and recreation of tourists. The concept of the new hotel format belongs to the French designer Pierre Stephanie Dumas, who proved with his project that the

ball in the hotel market is beautiful and comfortable. A new balloon hotel resembling a soap bubble has opened in a picturesque forest on the outskirts of Paris. This place attracts travelers with a quiet and cozy location that allows you to feel closer to nature, away from the noisy city and bustle. The main idea for the opening of such a hotel was the desire of the designer to create a place for temporary relaxation.

In Ukraine, there is a rapid development of the hotel business, as evidenced by the opening of new hotel facilities and the interest of foreign investors. The leaders of the hotel business in Ukraine are Kyiv, Odesa, Lviv. In addition, the hospitality industry is actively developing in Zakarpattia, Ivano-Frankivsk, Kherson and Zaporizhia regions. In 2019, Ukraine is expected to increase the hotel number due to the development of network operators in the cities of the country. At the same time, the most active operators who plan to develop their networks in the cities of Ukraine are Accor, Rezidor Hotels Group, Kempinski Hotels, HiltonHotel Corporations. Network hotel operators are interested in the market of large cities in Ukraine.

In the next few years, foreign hotel and tour operators plan to actively develop in the Ukrainian market, which is due to the objective growth of business and tourism flow to Ukraine. In 2016, Hilton Worldwide can be predicted to increase the number of rooms, if all the announced projects are implemented, the Hilton portfolio will increase by 916 numbers.

The most ambitious expansion plans for 2019 have been announced by the French network Accor, which aims to launch more than 2,500 rooms, and the American InterContinental Hotel Group, which plans to increase its number of rooms by 1,000 rooms. Such large-scale prospects lead to a significant change in the structure of international operators in the Ukrainian market. The leader by 2018 will be the French network Accor, which is projected to occupy 22% of the market against 10% in 2014, displacing the first place InterContinental Hotel Group [51].

The study provide reasons enough to suggest that the dynamics of development of the Ukrainian market of hotel services reflects the main world trends and modern practice: raising service standards; application of innovative design solutions; creation of a unique hotel product focused on the needs of a narrow segment of customers;

development of new hotel services and forms of business (day hotels, capsule hotels); principles of environmental friendliness of applied technologies, saving of resources, reduction of expenses etc. However, in some cases, under modern conditions, Ukrainian hotels do not have the resources and thoughtful marketing policy to achieve effective management of the hotel and restaurant business. Therefore, the topic of using international experience, development, implementation and application of new models of innovative hotel concepts is very relevant and important for the hotel services in Ukraine.

3.2 THE IMPACT OF INNOVATION ON THE DEVELOPMENT OF HOTEL AND RESTAURANT ENTERPRISES

The article analyzes the dynamics and development of innovations in service industry. It was found that innovations are a huge incentive for the further development of the hotel business; which contributes to meet world standards of hotel services. The article substantiates the need to introduce innovations in domestic hotel enterprises in order to reach a larger number of potential consumers of hotel and restaurant product.

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In the current conditions of Ukraine's transition to a market economy in each industry is looking for new ways and methods production, analysis of the current state, outlines prospects for the future.

One of the ways of modernization is the introduction of innovation technologies. Innovations are new forms of organization and management, new types of technologies that cover various spheres of human life. Innovation attract the attention of customers due to the unusual offers and generally improve the image. Innovation is a key feature of the modern economy. In our time of scientific and technological progress

innovations in the tourism and hotel business play a major role in the highly competitive fight for each client. The use of the latest technologies allows owners to increase the efficiency of their economy, find new reserves improving the quality of service and providing new services.

The problems of finding investments on the basis of which hotel enterprises can be developed in accordance with international standards of commercial hospitality have become especially important. However, modern economic theory has so far proposed solutions to these problems, mainly for the branches of material production. The specifics of hotels in this regard, so far, have not been fully analyzed and studied. Hotel innovations continue to be analyzed only in the narrow range of additional services that the hotel can provide to its customers, and their investment development continues to remain outside the scope of comprehensive economic analysis.

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However, the problems of innovative development of hotel enterprises remain poorly studied. This is largely due to the fact that for a long time the hotel and restaurant business remained on the periphery of scientific and economic observation. The urgency of these problems led to the choice of research topic.

The main objectives of the article are to analyze and dynamics of innovative development and its impact on the hotel industry.

The main characteristic of the modern economy is innovation. Innovations are newly created and improved competitive technologies that significantly improve the structure and quality of production and the social sphere. [47] In our time of scientific and technological progress, innovations in the tourism and hotel and restaurant

business play a major role in the highly competitive fighting institutions for each client. Business owners use the latest technologies to improve the efficiency of their economy, providing new ones services and search for new reserves to improve the quality of service. [49]

Tourism and hotel and restaurant business today are among high-yielding industries that are dynamic and continuous develop in today's globalization, contributing to the solution of a number socio-economic problems. Thanks to these industries is maintained high living standards of the population, new jobs are created, preconditions are created to improve the country's balance of payments. Therefore, in the modern world system management tourism business occupies a leading position and acts an integral part of the development of the world market. Modern tourism is a complex socio-economic system, an element of which is a highly profitable diversified industrial complex, called the hotel and tourism industry. International hotel business is a special segment of the hotel industry, which is characterized by a high degree of internationalization of capital, the international nature of its operations, as the hotel system considers the whole world as its field of activity.

Thus, the international hotel business plays an important role in solving the problems of integrating a national economy into the world economy and attracting investment in the real sector of the economy. At the same time, the industry is in the process of adapting to international standards. Efficiency of management system functioning staff is determined by its contribution to the achievement organizational goals, as it permeates all aspects activities of hotel and restaurant facilities and affects the efficiency of others control systems. Management is the impact on employees for achieving the goals of the enterprise and its employees and is based on many areas of knowledge. Modern management is special sphere of economic relations, which has its own logic development. The essence of management is influence to the process through decision-making. Necessity management is associated with the processes of division of labor and separation of managerial work from executive.

Personnel management is a system,an integrated approach that takes into account the ever-changing needs of the organization in human resources, ensuring the

efficiency of operation establishments of hotel and restaurant economy. The personnel management system is a complex goals, objectives and main activities, various types, forms and methods of work, as well as the relevant management mechanism aimed at ensuring continuous efficiency improvement production, productivity and quality of work.

The hotel business is a highly saturated information industry. It is known that the success of the business of some sectors of the economy directly depends on the speed of transmission and exchange of information, its relevance, timeliness of receipt. This also applies to any accommodation. The successful development of the hotel business involves the widespread use of the latest technologies both in the introduction of new hotel services and in their promotion on the market. It is obvious that the introduction of innovative technologies is becoming an integral part of increasing the competitiveness of the hotel business, as well as improving the quality of service.

Thanks to modern forms of management, such as franchising and contract management and a combination of these forms, hotel companies have been able to reduce costs when entering the market, more centrally manage their financial resources, minimize current costs, pursue more effective pricing policies. As a result, the development of the modern hotel sector is characterized by an increase in the share and role of international business in it. International hotel corporations that create hotel chains dominate the accommodation market. However, the processes of concentration and centralization in the international hotel business have not led to the complete displacement of relatively small independent hotels.

At the moment, the world is undergoing a global economic process of division into massive blocs, such as the European Union (EU), the North American Free Trade Agreement concluded between the United States and Mexico etc. The European Union has lifted national restrictions not only on trade but also on the movement of labor and capital. The synergies that arise between all participating countries have a positive effect on their development. As industrial, commercial and tourism links develop within the EU, the need for hotel services is growing steadily.

In Asia, the rapid development of Hong Kong was stimulated by the rapid growth of the economy of neighboring countries and the specifics of the tax system. In Hong Kong, a universal corporate tax of 16.5%, income tax of 15% is levied and no capital gains tax or dividends are levied [48]. Some hotel corporations are headquartered in Hong Kong, including Mandarin Oriental, Peninsula, Shangri-La, all of which are world-famous five-star hotels. They are based in Hong Kong due to low corporate taxation and the ability to use professionals from other countries as administrators, without much bureaucratic delay. In developing countries, as they achieve political stability, the hotel business development goes hand in hand with general economic and social growth. An example is the countries of the former Eastern European bloc, where the last few years have created excellent opportunities for the development of hotel corporations.

In conducting public policy tourism, national tourism administrations of most countries take into account the forecast of tourism development in the world, compiled by the World Tourism Organization (UNWTO) – the largest intergovernmental organization, which is a specialized UN agency and has 153 countries. According to the UNWTO study “Tourism - Panorama 2020” in the period from 2014 to 2020, global tourist arrivals are projected to more than double. After the 996 million tourists in 2013 it increased by 39 million tourists in 2014, the number of international tourist arrivals for the first time in history exceeded one billion (1.035 billion). UNWTO predicts that by 2020 the number of international tourist arrivals in the world will be 1.7-1.9 billion [49].

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market of tourist accommodation has seen a trend of reducing the number of large hotels and their simultaneous capacity. There is also a gradual replacement of large complexes by more mobile, flexible forms of business - mainly in the form of small hotel business enterprises of various types and categories.

Thus, the international hotel business plays an important role in solving the problems of integrating a national economy into the world economy and attracting investment in the real sector of the economy. At the same time, the industry is in the process of adapting to international standards. Efficiency of management system functioning staff is determined by its contribution to the achievement organizational goals, as it permeates all aspects activities of hotel and restaurant facilities and affects the efficiency of others control systems. Management is the impact on employees for achieving the goals of the enterprise and its employees and is based on many areas of knowledge. Modern management is special sphere of economic relations, which has its own logic development. The essence of management is influence to the process through decision-making. Necessity management is associated with the processes of division of labor and separation of managerial work from executive.

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The volume of investment offers for hotel construction from both foreign and domestic investors has sharply increased. At the same time, the main proposals are aimed at the development of the hotel business in the regions of Ukraine. The successes of recent years in the development of the resort and tourist complex of Odessa region should be especially noted. Due to this, not only Odesa, but the whole Odesa region as a whole has gained worldwide popularity, which determines the long-term business interest in the development of tourist infrastructure in the region and the guarantee that in a few years the Black Sea coast will become a world-class resort.

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The basis of management methods used there are laws, laws and principles of society production, scientific and technical level of development enterprises, social, legal and psychological relations between people. Enterprise management is aimed at people, the range of their interests, especially material, so the basis of qualification management methods is the inner meaning of the motives that guide a person in the process of production or other activities. In his own way the content of the motives of activity can be divided into material, social and coercive motives.

In scientific works of domestic and foreign scientists have proposed a number of effective methods HR. To classical methods belong to:

- administrative - based on power, discipline, based on the administrative subordination of the object of the subject on the basis of existing management hierarchy; focus on the following motives behavior, as a conscious need for labor discipline, sense of duty, work culture activities; operate through the following mechanisms: legal norms, instructions, organizational charts, regulations, regulations used in operational management process;

- economic - based on the use of economic incentives, with their help is carried out material incentives for the team, individual employees;

- socio-psychological - based on the use of moral incentives to work and affect staff through psychological mechanisms to translate the administrative task into a conscious duty, the inner need of man [53].

Analysis of the current state of tourism in Ukraine shows that in recent years this area is generally developing steadily and dynamically. There is an annual increase in domestic tourist flow. The growing demand for tourist services within the country has caused a boom in the construction of small hotels, mainly in resort regions, as well as an increase in the number of hotels in international hotel chains in Kyiv, Kharkiv and other major cities, the creation of domestic hotel chains.

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times more than the number of transactions in the hotel segment in 2012 [50].

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The latest Internet innovation is the development of social networks such as Facebook and MySpace. Now both hotel and travel companies participate in them. In other words, effective hotel management includes equal consideration of economic, environmental and functional aspects, as well as capital investment, production costs and process quality, along with comfort, health and satisfaction of needs. This approach of international developers and investors is called “the blue way”.

The term “Blue Sustainability” appeared in Ukraine relatively recently and is already widely used by hotel business professionals. The concept includes a set of measures to save costs, effective planning, improving the level of service, reorientation in favor of environmental technologies. “The blue way” characterizes the package of services provided in accordance with the principles of renewable, energy efficient and environmentally friendly use, including in the hotel industry. At the same time, environmental friendliness, characterized by the concept of "green", is included in the concept of ‘the blue way’: if the building is environmentally friendly and meets all the requirements for economy and functionality, it is a visible example of this holistic and balanced approach.

The main distinguishing feature of the modern economy is innovation. Innovation is a powerful strategic and anti-crisis tool. The relevance of innovative technologies is explained by the globalization of the world market, shortening the life cycle of goods, as well as the need for a strategic approach to updating the quality characteristics of products and services.

All these methods must be combined and create the necessary tools for the most effective company management.

To evaluate efficiency and productivity various methods can be used in personnel management activities, namely: useInnovation in tourism is a system of organizational and economic, research, technological and other measures and their results aimed at radical transformation and renewal of the tourist product, the mechanism of its promotion and implementation in order to achieve economic, social, environmental or other effect [47, p.17].

The application of innovations in tourism greatly facilitates the process of providing tourist services, which begins with informing about them and ends with their final consumption. For example, the emergence of the World Wide Web has led to the simplification of information exchange, improvement of methods of implementing the marketing cycle in tourism, the development of electronic means of payment with customers and suppliers etc. The innovations use in the hotel business is economically feasible and effective if they bring the hotel additional income, provide competitive

advantages in the market, increase market share, reduce costs, improve the service process, increase the efficiency of individual departments and the hotel as a whole.

The hotel business is a highly saturated information industry. It is known that the success of the business of some sectors of the economy directly depends on the speed of transmission and exchange of information, its relevance, timeliness of receipt. This also applies to any accommodation. The successful development of the hotel business involves the widespread use of the latest technologies both in the introduction of new hotel services and in their promotion on the market. It is obvious that the introduction of innovative technologies is becoming an integral part of increasing the competitiveness of the hotel business, as well as improving the quality of service.

Thanks to modern forms of management, such as franchising and contract management and a combination of these forms, hotel companies have been able to reduce costs when entering the market, more centrally manage their financial resources, minimize current costs, pursue more effective pricing policies. As a result, the development of the modern hotel sector is characterized by an increase in the share and role of international business in it. International hotel corporations that create hotel chains dominate the accommodation market. However, the processes of concentration and centralization in the international hotel business have not led to the complete displacement of relatively small independent hotels.

Along with attracting business tourists with art objects, the common world practice of promoting premium hotel services is to focus on a narrow segment of customers to create an original hotel product. For example, the number of Women only hotels is growing worldwide. The first such hotel (Barbizon Hotel for Women) appeared in the early twentieth century in New York. This “women only” hotel was to be seen as a symbol of feminism. Since the 1980's radical rules were relaxed, everyone could stay in the hotel. Currently, the hotel is included in the National Register of Historic Places of the United States [48].

One of the most common global trends in the hotel business for business and luxury hotels is to attract business tourists with art objects. Hotel operators work with leading galleries and museums, decorating halls, restaurants and rooms with art and antiques,

offering their customers tickets to various exhibitions. For example, the Radisson Blu Edwardian hotel chain (England, London) is working with the Victoria and Albert Museum to offer customers a package that includes accommodation, breakfast and tickets to an exhibition dedicated to the legendary musician David Bowie. The popular Crowne Plaza Canberra business hotel in Vienna offers tickets to exhibitions held at the National Gallery of Australia. Siam Kempinski Hotel Bangkok in Thailand changes its exhibition of paintings by local artists every three months, which are exhibited in parallel with art objects from the collection of the Museum of Thai Contemporary Art, which has more than 4,000 works.

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The modern market of hotel services is in constant dynamics, responding to emerging customer requests. Business travelers who need to rent a room for a few hours a day have become the reason for the emergence of a new service on the market - day hotels. Business people who have come to another city feel the need to put themselves in order before an important meeting or just relax after a long flight and then leave the hotel. For more than ten years, this service has been offered by hotels at airports, since 2010 this idea has spread among city hotels. Day visitors are usually

asked to leave before 18:00 or 19:00 in order to prepare the rooms for the evening arrival of the next visitors. Thus from the visitor not hourly payment, and the fixed cost of number for day is taken. It is noteworthy: despite the fact that such a service is offered by many airport hotels, to such large hotel chains as Holiday Inn, Ibis, Novotel, Hilton, Sheraton on the Internet sites of hotels, the possibility of daily accommodation is rarely advertised.

Capsule hotels, which first appeared in Japan (Osaka) in 1979, offer tourists an alternative to budget and short-term accommodation in megacities. Capsule hotels consist of small rooms. Space in hotels is divided into two types: common and individual, which inevitably follows from the organization itself. A large public space is a mandatory requirement of capsule hotels of this type. The original Japanese concept of capsule hotels has undergone major changes for the better, and now respectable tourists stay in capsule hotels. The main purpose of the visit for the Japanese to the capsule hotel is not to stay in capsules, but to visit onsen. Onsen is a wellness center equipped with large hot mineral water baths. The Japanese believe that in prehistoric times only the gods had access to mineral springs. Therefore, accommodation in hotels such as Green Plaza Shinjuku is considered a joyful ceremony.

Determining the right evaluation criteria when developing a pricing strategy is of great importance in the hotel business. It should be noted that the emergence of a large number of budget hotels in the world is directly related to the development of low-cost air travel (Lowcost): poor passengers have become potential tourists. At the same time, there are only two ways to satisfy the needs of customers with little wealth: either to minimize the set of services, or to minimize the area of the room. The Asian corporation Tune Hotels has advanced much further on the path of creating inexpensive hotels. It was founded by the owner of the budget airline Air Asia Tony Fernandez. Today, the chain includes 27 hotels located in five countries. The company's motto is "five-star beds at one-star prices". The tune rooms (about 10 sqm) are equipped with a wide bed, table, chair and fan. They also have a small bathroom. But there are no towels and soap. The basic cost of living in the flagship hotel Downtown Penang (Georgetown) is

about \$ 30. If guests have a desire to turn on the air conditioner, access the Internet, buy a towel, soap, etc., they will have to pay extra.

Along with capsule hotels, Bubble hotels belong to hotels with a unique concept and design. In France, there are a number of transparent tents designed for accommodation and recreation of tourists. The concept of the new hotel format belongs to the French designer Pierre Stephanie Dumas, who proved with his project that the ball in the hotel market is beautiful and comfortable. A new balloon hotel resembling a soap bubble has opened in a picturesque forest on the outskirts of Paris. This place attracts travelers with a quiet and cozy location that allows you to feel closer to nature, away from the noisy city and bustle. The main idea for the opening of such a hotel was the desire of the designer to create a place for temporary relaxation.

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The development of the economic segment in the Accor Group is given special importance: it generates significant revenue for the operator and is an important factor in global growth.

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In Ukraine, there is a rapid development of the hotel business, as evidenced by the opening of new hotel facilities and the interest of foreign investors. The leaders of the hotel business in Ukraine are Kyiv, Odesa, Lviv. In addition, the hospitality industry is actively developing in Zakarpattia, Ivano-Frankivsk, Kherson and Zaporizhia regions. In 2019, Ukraine is expected to increase the hotel number due to the development of network operators in the cities of the country. At the same time, the most active operators who plan to develop their networks in the cities of Ukraine are Accor, Rezidor Hotels Group, Kempinski Hotels, HiltonHotel Corporations. Network hotel operators are interested in the market of large cities in Ukraine.

In the next few years, foreign hotel and tour operators plan to actively develop in the Ukrainian market, which is due to the objective growth of business and tourism flow to Ukraine. In 2016, Hilton Worldwide can be predicted to increase the number of rooms, if all the announced projects are implemented, the Hilton portfolio will increase by 916 numbers.

The study provide reasons enough to suggest that the dynamics of development of the Ukrainian market of hotel services reflects the main world trends and modern practice: raising service standards; application of innovative design solutions; creation of a unique hotel product focused on the needs of a narrow segment of customers; development of new hotel services and forms of business (day hotels, capsule hotels); principles of environmental friendliness of applied technologies, saving of resources, reduction of expenses etc. However, in some cases, under modern conditions, Ukrainian hotels do not have the resources and thoughtful marketing policy to achieve effective management of the hotel and restaurant business. Therefore, the topic of using international experience, development, implementation and application of new models of innovative hotel concepts is very relevant and important for the hotel services in Ukraine.

Means of innovation are becoming determinants for competitiveness of the tourism industry and hotel and restaurant business and intensification of exchanges with other sectors of the economy related to it.

Innovative activity in the field of tourism and hotel and restaurant business is aimed at creating a new or modifying an existing product, on improvement of hotel, transport and other services, development of new ones markets, gaining customer trust, forming a positive image and introduction of advanced information technologies and modern forms organizational and managerial activities.

The need to innovate in the field of tourism and hotel business is stimulated by competition and a number of other requirements market. The importance of their use is also due to changing requirements consumers. Implementing innovation is becoming an objective necessity for everyone stages of the enterprise

3.3 APPLICATION OF ECONOMIC AND MATHEMATICAL MODELS FOR THE RESTAURANT ENTERPRISE MANAGEMENT

The main factors that affect the formation of the revenue side, in particular the net profit of restaurants in Vinnytsia, are identified and analyzed in the article. The

mathematical model is developed. Based on the obtained data of correlation-regression analysis, the main recommendations for the work of restaurants to increase their profitability are proposed.

Effective management of any modern restaurant, only on the first count is not subject to the laws of mathematical analysis.

In fact, the results of the financial activities of restaurants are not possible without the use of modern methods of economic and mathematical modeling as well as economic and statistical analysis. The activity of any cafe, restaurant, pizzeria etc. is affected by many factors. It is possible to estimate their performance by methods of statistics which are based on the development and the analysis of the corresponding mathematical model. For this purpose, the methods of multiple correlation-regression analysis are used, which allow to study and quantify the internal and external investigative links between the factors forming the model and establish the functioning regularities and trends in the development of the investigated result feature.

In this article, we will try to establish a clear relationship between what exactly affects the operation of the restaurant, which factors are key ones and have the greatest impact on the final financial result.

The main tasks of economic and mathematical modeling are: analysis of economic objects and processes; economic forecasting, forecasting the development of economic processes; making management decisions at all levels of the economic hierarchy [62]. Among the large number of models should be distinguished such statistical methods as methods of trend and correlation-regression analysis. The main task of correlation and regression methods of analysis is to analyze statistics to identify the mathematical relationship between the studied features and to establish using correlation coefficients a comparative estimate of the density of the relationship, which has a certain numerical expression [62].

Correlation and regression methods of analysis solve two main problems: determining the analytical form of the relationship between the variation of signs X and Y with the help of regression equations; finding and statistical evaluation of the equation of the relationship between performance and factor characteristics on the basis

of regression analysis; interpretation of the obtained equation and its use. The most common types of relationships are: – a factor feature is directly related to the effective feature; – the effective feature is determined by a set of operating factors; – two effective features are caused by the action of one common cause.

An important sign of the investment attractiveness of restaurant enterprises is the profitability level of the enterprise, in particular indicators that show the financial result (the amount of profit received by the enterprise during the analyzed period). That is why it is necessary to analyze how the profit of the restaurant is formed, to determine the main ways and methods of managing it. In order to identify the main components that affect the amount of profit of restaurants, we will conduct a correlation analysis of individual financial indices of their activities. To determine these dependences, we will perform a correlation-regression analysis and develop an economic-mathematical model.

The analysis of the impact of individual factors on the amount of net income, profitability indices allow us to assess certain trends that have emerged as a result of the activities of restaurants in Vinnytsia region during 2017-2020. We will quantify the total impact of the studied factors on the performance index. The complex interaction of all factors ($X_1, X_2, \dots, X_n$) with the resultant indicator (Y) can be described by the equation of linear multifactor regression of the form:

$$Y = a_0 + a_1X_1 + a_2X_2 + a_nX_n \quad (3.1.)$$

Using the data of correlation-regression analysis, we determine the influence of the following factors on the amount of net profit, UAH million. (Y) for the restaurants of Vinnytsia region:

- 1). Labor cost, UAH (X_1);
- 2) Seasonality of products used% (X_2);
- 3) Level of service and maintenance, UAH (X_3);
- 4) The cost of rent, utilities, UAH (X_4);
- 5). Food cost, UAH (X_4);
- 6) The average amount received, UAH is an index to determine the guests in the price segment of the institution. (X_3);

These indices were grouped into 5 restaurants of the Vinnytsia restaurant chain "Fine Affairs", which are studied in the dynamics of 2016-2021; the average indices for the studied period were used for the analysis.

Using MS Office Excel - 2007 the following regression equation was obtained:

$$Y = -92,6 - 325,3x_1 + 555,3x_2 + 11,6x_3 - 12,9x_4 - 166,7x_5 + 0,26x_6 \quad (3.2.)$$

This equation shows that the greatest influence of all 6 factors on the performance indicator has:

- 1) Seasonality – if the weight of the seasonality index increases by 1%, the profit will increase by UAH 555.
- 2) Food cost – when increasing this factor by UAH 1, the amount of net income will decrease by almost UAH 167.
- 3) Labor cost – with the expansion of the assortment structure by 1%, profits will decrease by 325 UAH.

To determine the relative strength of the individual factors influence on the result, it is necessary to calculate the partial elasticity coefficients (ε_i), which show how many percent will change the average performance characteristic by changing 1% of each factor and the fixed position of other factors by the formula:

$$\varepsilon_i = \frac{a_i \cdot x_i}{y} \quad (3.3.)$$

Where a_i is the regression coefficient for the i-th factor;

x_i is the mean value of the i-th factor;

y is the mean value of the productive feature.

Based on the formula, the following was established:

- 1) if the average amount received increases by 1%, the amount of net profit will decrease by 5.4%;
- 2) if the impact of seasonality of products increases by 1%, the amount of net profit will increase by 11.5%;
- 3) if the service level increases by 1%, the amount of net profit will increase by 1.87%;
- 4) if rent increases by 1%, the amount of net profit will decrease by almost 3%;

5) if Foodcost increases by 1%, the amount of net profit will decrease by 12.4%;

6) if Laborcost increases by 1%, the amount of net profit will decrease by 4%;

Thus, based on the correlation-regression analysis, we can conclude that the growth of profits of the studied agricultural enterprises is possible with the relevant rules of financial analysis. That is, each restaurant should review the range of menus, and focus on several main types of dishes that form the main average check of most guests. The organization of multidisciplinary production and the presence of a large number of industries lead to their fragmentation. And this, in turn, reduces the possibility of introducing advanced technologies, technical complexes, and hence – the growth of efficiency and production.

The economic significance of specialization is that it opens wide opportunities for the organization of mass and rhythmic production; allows to improve the technology of preparation and increase the return on capital investment; creates favorable opportunities for the creation of dishes of the author's menu, attracting the experience of leading experts in specialized cuisine of the peoples of the world. In addition, along with the increase in gross output, its quality improves, the culture of production grows, the qualification of personnel increases, new opportunities appear; costs are reduced and profitability of production is increased.

Regarding the inverse effect of the factor index – the rent, it should be noted that the reduction of the role of its activity is possible provided an increase in the flow of customers. The reduction of the latter will negatively affect the company's net profit. After all, the competitiveness of modern restaurants, the efficiency of labor resources is largely determined by its material and technical base, which is based on fixed assets. For agricultural enterprises, the provision of the main flow of regular customers largely determines their production potential and efficiency of the institution.

The value of the multiple correlation coefficient is $R = 0.9$, which indicates a very close relationship between the factor and the resultant trait (Annex D). [62]. The value of the multiple determination coefficient of the obtained six-factor linear regression $R^2 = 0.84$ means that the variation in the amount of net profit of the studied number of enterprises by 84% is due to the above factors. Important in the method of correlation-

regression analysis is the verification of the model for the multicollinearity – a linear relationship between factors. There is a stochastic (probabilistic) and functional form of multicollinearity. In the functional form, the model must have at least one factor that is functionally related to any other factor in the model or to all others. In this case, the pairwise correlation coefficient $r_{ij} = \pm 1$ [62].

In economic models, multicollinearity is usually manifested in stochastic form, when there is a close correlation between the factors of the model, which does not reach the functional level ($r_{ij} > 0.6$, for direct connection and $r_{ij} > -0.6$ for inverse connection). To verify the model for the multicollinearity, we form a correlation matrix using MS Office Excel – 2007.

Analyzing the data in Table 3.2 we can conclude that between the pairs of factors X_1 and X_6 and X_3 and X_4 there is a direct correlation of significant density, which indicates the possibility of the presence of multicollinearity. Since the expansion of the assortment structure requires the involvement of additional labor, it is clear that the increase in the average amount received will lead to labor costs. As for the close relationship between the indices of the second factor, it is explained by the fact that as the level of service increases, sales revenue will increase.

In order to eliminate multicollinearity, we will deduce the following factors from the model: X_6 - Labor cost and X_1 - average amount received. We will perform a regression analysis between the indices of the dependent and independent variables using the MS Regression mode in Excel.

presented in Table 3.4.

Table. 3.4.

Strength relation coefficients of correlation coefficients

Regression statistics	
Multiple R	0,951748312
R-squared	0,90582485
Normalized R-squared	0,83048473
Standard error	1,717477348
Observation	10

* Calculated by the author

The value of the multiple correlation coefficient R characterizes the quality of the obtained model. According to the obtained results, this coefficient is 0.95, which indicates the presence of a high correlation in the model. The value of the R-squared, i.e. the determination coefficient, indicates the correspondence of the original data and the regression model, because its value is as close as possible to 1 and is 0.91. Thus, the linear model explains 91% of the variation, which means the correct choice of factor. Only 9% are due to other factors that affect the net profit of the surveyed enterprises, but are not included in the linear regression model (Table 3.5).

Table 3.5

Reliability indices of the correlation - regression model *

Indices	df	SS	MS	F	F value
Regression	4	141,86	35,465	12,02314	0,00888517
Remainder	5	14,74864	2,949728		
Total	9	156,6086			

* Calculated by the author

The high value of the coefficient and determination correlation indicates that this dependence is quite natural. The significance value F indicates that the evaluation results are quite reliable. It is worth paying attention to the variance and F -statistics, their high value indicates the variation of the dependent and independent variables, so the regression equation is significant

Then using the same algorithm, we obtain the following regression equation:

$$\gamma = 36,6 - 104,16\chi_2 - 2,77\chi_3 - 1,56\chi_4 - 1,33\chi_5 \quad (3.4)$$

As a result of the study the value of the multiple correlation coefficient $R = 0.95174$ was established, which indicates a rather close relationship between 4 factors and the effective feature. The multiple determination coefficient ($R^2 = 0.9058$) indicates that the variation in the net profit of the surveyed enterprises by 91% is due to factors such as: average amount received, service level and quality, Food cost, Labor cost, which were introduced into the correlation model. The significance of the determination

coefficient relation will be checked using the Table F-criterion for 5% significance level. The actual value of the F-criterion is determined by the formula :

$$F = \frac{n^2}{1-n^2} = 3,75 \text{ (3.5.)}$$

The critical value of $F_T(0.95) = 2.74$, which is 1.1 less than the actual, $F_T(0.95) < F_\phi(2.74 < 3.75)$, which confirms the significance of the correlation between the studied features.

Based on the obtained parameters of the regression equation and the calculation of partial elasticity coefficients, it can be concluded that if the net profit decreases by 1%, 2.19% will increase, if the service level increases by 1%, the net profit will decrease by 0.5%, if the cost of rent increases by 1%, the amount of net profit will decrease by almost 0.35%. At the same time, Food cost has the greatest influence on the formation of net profit.

Multicollinearity verification of this model showed that there is no close correlation between all pairs of factor features, and therefore this model can be used as the main one. Thus, as a result of correlation-regression analysis we can develop the following recommendations to increase net profit as the main effective feature of the restaurant industry in Vinnytsia, in particular: it is necessary to re-evaluate fixed assets to ensure their reproduction; review the range of dishes, to focus production on the most popular dishes, and adhere to a certain specialization in production; if it is impossible to avoid the seasonality factor, try to rationally take it into account.

3.4 PERSONNEL MANAGEMENT AS AN EFFECTIVE TOOL FOR IMPROVING THE WORK OF HOSPITALITY INDUSTRY ENTERPRISES

The most important element in the hotel and restaurant business is effective management in the field of facility management. Recent adverse events in the data services industry have resulted in significant financial losses. In the conditions of an emergency epidemic situation, the head of the institution faces difficult management

decisions: 1) minimize the damage caused; 2) adapt the institution to new realities; 3) make a profit.

Effective restaurant management involves several main tasks: public relations, inventory, personnel responsibility, and customer service. In some cases, the restaurant owner may act as a manager. In any case, a strong manager is an important component of a successful restaurant [52] .

In the conditions of constant socio-economic changes and dynamic development of market relations, the need for effective and professional management personnel is increasing. The implementation of management decisions is influenced by the following factors: material resource base, training and strategy of the company's management, as well as the key role of support from the personnel. The last crisis demonstrated that enterprises were not ready for new challenges that appeared. The management system needed new measures to increase staff motivation, additional training of managers and support of employees for effective work [50].

Successful personnel management in the restaurant business depends significantly on quality personnel selection. The search for personnel in the restaurant business market is now quite complicated. The main feature of the selection of professional employees is the competitiveness of the institution. The best establishments sometimes use the method of labor piracy as the main tool for managing the restaurant's human resources. As an additional incentive for cooperation, institutions use qualified motivation for this. It allows employees to save money by providing them with additional incentives with the help of material and non-material methods of motivation. Some scientists also identify a system of principles that should ensure the harmonious existence of these types of motivation. The researchers suggest five points:

1) it is necessary to regularly improve the management system with the help of motivational stimulation. Such steps will make it possible to create a competitive enterprise that will hunt for valuable personnel in the labor market;

2) the task of the financial incentive to orient the management structure in such a way that it is fully invested in the final result, combining into a single whole work for oneself, for the benefit of the enterprise and the company;

3) it is recommended to invest a certain percentage of the profit in providing the staff with additional payments and bonuses that increase due to the position held in the hierarchy of the enterprise;

4) it is necessary to enable the employee to implement the acquired experience and relevant skills for the purpose of his own implementation, which is aimed directly at the development of the company;

5) it is necessary to constantly monitor the balance between two types of motivation, material and non-material, in order to maintain a balanced incentive system [49].

The motivational component is a kind of task process, which aims to create such a psychological state in the worker, which will help control and model his behavior with the aim of its purposeful activation in the interests of the enterprise. The main goal of motivation is to get the maximum benefit from the available labor potential of the institution and ultimately make a profit. Also, motivation as a component of labor potential is divided into certain elementary parts. Among them, subtypes of motivation are distinguished: labor activity; productive employment; employee competitiveness; choosing a place of work; mastering various means of production. Unfortunately, the application of the entire structure of motivation is not always traced, but only of its individual components. But it is worth noting the general rules that should be systematically used at the enterprise to motivate staff: equal opportunities; agreed remuneration; proper conditions for all employees; opportunities for professional growth; an atmosphere of trust [54].

Restaurateurs in the process of carrying out their business activities constantly have to solve problems related to the management of restaurant staff, since the availability of qualified and well-trained staff is the key to the success of the restaurant business. Therefore, the creation and application of a viable personnel management system in the restaurant business can increase the efficiency of the restaurant business several times. Thanks to the functioning of the personnel management system, continuous improvement of methods of working with personnel is ensured using modern scientific and practical developments in this field. In turn, the essence of personnel management

consists in the establishment of economic, administrative, organizational management, social-psychological, informational-intellectual and legal relations between the subject (owner or senior manager of the restaurant) and objects (restaurant staff) of management. The basis of these relations are methods of influencing the motives of behavior, interests and work activities of employees of the restaurant business for their maximum productive use. I. I. Bazhan believes that the company's personnel is defined as a set of permanent employees who have received the necessary training and have practical experience [47, p. 70].

Management objects in the restaurant business are employees of specific restaurants. S. M. Lyholat believes that personnel are employees with appropriate training, skills, and motivation who are involved in the enterprise's economic system. The personnel of the organization is characterized by the number, structure, professional suitability and competence [48, p. 210]. T. G. Grynenko understands the personnel of the organization as a set of individuals who are with a certain organization as a legal entity in relations that are regulated by an employment contract and have certain qualitative characteristics that allow to ensure the achievement of the goals of an individual individual-employee and a certain organization [3, with. 54]. A. Ya. Kibanova believes that the staff is the personnel of the enterprise, which includes all employees, as well as working owners and co-owners who work there [50, p. 56]. In turn, V. V. Spivak believes that personnel management becomes the basis for effective use of the company's personnel, which will ensure the effectiveness of its activities [51, p. 91]. That is, personnel management can be understood as a purposeful complex influence on individual employees or a team to ensure optimal conditions for creative and proactive work to achieve the company's goals. Therefore, personnel management in the restaurant business requires careful attention from owners and managers, which can be carried out qualitatively using a set of certain management methods. Personnel management methods mean a set of techniques and ways of influencing the company's personnel to achieve organizational goals. However, any personnel management method is based on the motives that guide the employee in the process of his work. In turn, the motive is the motivating reason for the actions and actions of the personnel.

It is motives that influence the interests, behavior, actions and needs of personnel. It should be noted that each category of personnel has its own needs, and the methods of influencing them may differ. Therefore, it is important to single out several categories of restaurant staff with their unique methods of managerial influence and motivation.

1. The restaurant administration is the management staff, specialists who provide financial and administrative management of the restaurant (restaurant manager, accounting, marketing and advertising services, personnel department, logistics, etc.). The best motivation for senior management specialists is the possibility of career growth, high levels of income, social status, recognition of their importance.

2. Specialists in the kitchen are qualified employees who ensure the high quality of food preparation, their wide range in the restaurant (chef, confectioners, pizzerias, cooks, sushi chefs, etc.). The motivation for this category of employees will be the recognition of their talents in the preparation and presentation of dishes, as well as their importance to the restaurant. Social and psychological motivation for them can be various contests for the title of "Best in their field". Monetary bonuses for the number of original dishes sold can be an element of economic motivation.

3. Service personnel in the hall are qualified and unqualified employees who provide direct contact with customers and visitors of the restaurant (hall managers, cashiers, banquet managers, hall administrators, waiters, bartenders, waiters, sommeliers, etc.). The main economic motivation for them will be the amount of tips received from customer satisfaction.

4. Auxiliary service workers are unskilled workers who provide the necessary conditions for the functioning and work of all other categories of the restaurant (food suppliers, cleaners, dishwashers, auxiliary workers in the kitchen, etc.). The motivation for them will be a stable and decent salary, a clear range of their duties, the possibility of a short rest during the working day, the respect of management and periodic moral and material incentives. However, restaurant staff are characterized by a number of specific features: high staff turnover among line staff; lack of highly qualified management personnel; lack of HR department or personnel management manager in

many restaurants; unprofessionalism of ordinary restaurant employees, especially waiters, bartenders and cooks.

Therefore, competent use by the management of the restaurant establishment of various management methods, methods and techniques of influence, tools and types of motivation, taking into account the individual approach to each of the above categories of restaurant personnel, will be the most important condition for the effective functioning of the entire restaurant personnel management system, which will allow maintaining professional and dedicated personnel. For this, it is necessary to take as a basis traditional and implement innovative methods of personnel management of the restaurant business. A. Ya. Kibanov proposes the following classification of personnel management methods [50, p. 46]:

1) administrative methods (formation of the organizational structure and management bodies, approval of administrative standards and norms; creation of orders and orders; development of organizational regulations, standards of activity and job instructions; selection and placement of personnel);

2) economic methods (pricing policy; technical and economic analysis and justification; tax, accounting and financial accounting; planning; material incentives; economic norms and regulations);

3) socio-psychological methods (social development and team analysis; social planning; staff participation in management; psychological influence on employees; moral stimulation; formation of work groups; creation and maintenance of a healthy psychological climate in the team; promotion of creativity, initiative and responsibility).

To the basic methods of personnel management H. V. Osovska [52, p. 244–257], V. V. Stadnyk, M. A. Yokhna [53, p. 58–71] and other scientists include: economic methods of management; administrative or organizational management methods; socio-psychological management methods; legal management methods.

The effectiveness of the application of certain personnel management methods depends on their motivational focus, systematicity and the availability of a mechanism for their implementation and involves the managerial work of the restaurant

management to find and implement modern and innovative personnel management methods in the general complex of personnel management methods of the restaurant business.

The personnel potential of hotel and restaurant establishments has quantitative and qualitative characteristics. The quantitative side of personnel potential is determined, as most economists claim, by the labor resources that the enterprise possesses in each period, as well as by the amount of working time. The qualitative characteristics of personnel potential include indicators that can be formulated using a set of characteristics: demographic, professional qualification, social, moral and others. The staffing potential of hotel and restaurant establishments is characterized by the following absolute and relative indicators: - accounting and attendance numbers of employees and its internal structural subdivisions, individual categories and groups on a certain date; – the average number of employees in the specified period; – rates of increase in the number of employees for the specified period; - average length of work in the specialty; - personnel turnover. The concept of "Personnel potential" requires a more detailed study and a clear selection of the object and subject of personnel potential management. The main elements of management are people who are both the object and the subject of management. The ability of human resources to simultaneously act as an object and a subject of management is the main specific feature of the management of hotel and restaurant establishments.

In order to effectively use the personnel potential in the hotel-restaurant complex, it is necessary to increase the share of young professionals who can quickly switch to new work methods and adapt to global service standards. The constant and objectively substantiated increase in requirements for the personnel of service enterprises from the management clients is largely related to the need to implement a modern personnel policy, the construction of comfortable accommodation facilities, the high-quality reconstruction of old hotels and restaurants, the intensive introduction of advanced technologies and equipment, increasing competition among accommodation facilities, improving the quality of service, introducing new standards. Personnel motivation is of particular importance in the human resources management system, which is the main

means of ensuring optimal use of resources and mobilization of available human resources.

The main goal of personnel motivation in the personnel management system is to obtain the maximum return from the use of the available personnel potential, which allows to increase the overall effectiveness and profitability of the enterprise. A properly organized system of financial incentives in a restaurant business creates such an atmosphere when employees feel the need to work with maximum efficiency for the success of the establishment. The system of material incentives for labor requires constant research into the factors that determine material incentives.

These factors are understood as driving forces that ensure the formation and use of a set of motivating motives in order to satisfy the collective and personal interests of employees [48].

personal self-fulfillment are needed for the effective operation of a restaurant establishment . Although remuneration is the most significant source of income in the restaurant business, it is impossible to ensure these qualities of an employee with the help of traditional forms of material incentives and strict external control, salary and punishments. Only those employees who realize the meaning of their activities and strive to achieve the company's goals can count on obtaining high results [50, p. 512].

It can be argued that monetary motivation by its nature is "insatiable" and in the further retention of specialists at the enterprise and stimulating them to conscientiously perform their duties, other types of material motivation should be resorted to. Along with a decent wage, the following can be used as additional material incentives: a bonus calculation system; provision of free or discounted meals at the enterprise; payment of cellular communication directly related to the implementation of the labor process; reimbursement of transport costs; financing of professional development; providing the opportunity to obtain a loan or soft credit for housing or other household needs; partial compensation for vacation expenses, etc. These benefits help create comfortable working conditions, thanks to which a person will be satisfied with his work not only because of the salary [52].

In order to get the greatest effect from the distribution of bonuses, the validity period (optimally - from the beginning of the calendar year) and the criteria for receiving bonuses (important for the development of the enterprise) should be clearly defined. In the future, the distribution of bonuses should provide for: determination of goals for specific employees; periodic review of goals (at least once every six months to consolidate employee motivation); specification of goals, confirmation of their attainment (setting goals that are too high to achieve leads to dissatisfaction and loss of motivation among employees). In the global practice of the restaurant business, the material motivation system of Profit-Sharing has become widespread. This form of motivation is actively used by large restaurant chains and consists in the distribution of profits in equal shares among all participants in business processes. Profit sharing is a very strong motivational factor that allows people to consciously participate in business, because they perfectly understand: the work of each of them depends on how profitable the work of the institution will be at the end of the year. And if the work is profitable, they will receive money for it [50].

This system is most widespread in Japan, where bonus payments in the form of direct participation in profits can reach 50% of wages. Japanese methods of material stimulation are different from European and American ones. The goal of the Japanese manager is to increase the efficiency of the enterprise mainly by increasing the productivity of employees, while in European and American management, the main goal is to maximize profit, that is, to get the most benefit with the least effort. The manager does not distinguish himself from the mass of subordinates, his task is not to manage the work performed by others, but to promote the interaction of employees, to provide them with the necessary support and assistance, to form harmonious interpersonal relationships, the so-called "equalist mentality" [49]. The specificity of work in the restaurant industry is determined by the fact that almost 90% of all employees are engaged in productive work and about 10% - unproductive. According to the American Center for Productivity, profit-sharing systems have allowed many companies to dramatically improve the atmosphere in the workplace, better motivate employees, but productivity and quality have been affected to a small extent. At the

same time, productivity-sharing systems have led to significant improvements in this area, although they have not always led to improvements in quality. Let's emphasize that the latest research in the field of motivation found that the main motive of an employee is professional growth, second is the favorable atmosphere in the team, and only the third is the material factor [52].

Therefore, when forming a system of motivation and labor stimulation of the staff of restaurant enterprises, consideration should also be given to non-material stimulation.

The final results of its activities, as well as the social and creative activity of business process participants, depend on an effective system of motivation and stimulation of the company's personnel. Material incentives serve as a strong motivational tool for restaurant workers. It is impossible to create a single, templated system that would work without fail for a long time at the enterprise due to changes in the employee himself (personality development) and his needs. Each enterprise must develop its own system of motivation and labor stimulation to form labor potential, which will become the main driving force of the enterprise's development in the future and ensure its competitive advantages on the market. For Ukrainian enterprises, it is useful to study the foreign experience of labor motivation and the implementation of widespread personnel incentive systems.

If the interests of the enterprise and employees are balanced, it will allow to determine a certain group of motivators in the first place. They will be interested in fulfilling the set goals and encourage other employees to do so in order to receive a certain incentive for the team's work. In turn, motivators are divided into groups: psychophysical, personal, professional, and material (Fig. 1.) Although motivators and their elements are located in different structures, they are still somehow interconnected [54] .

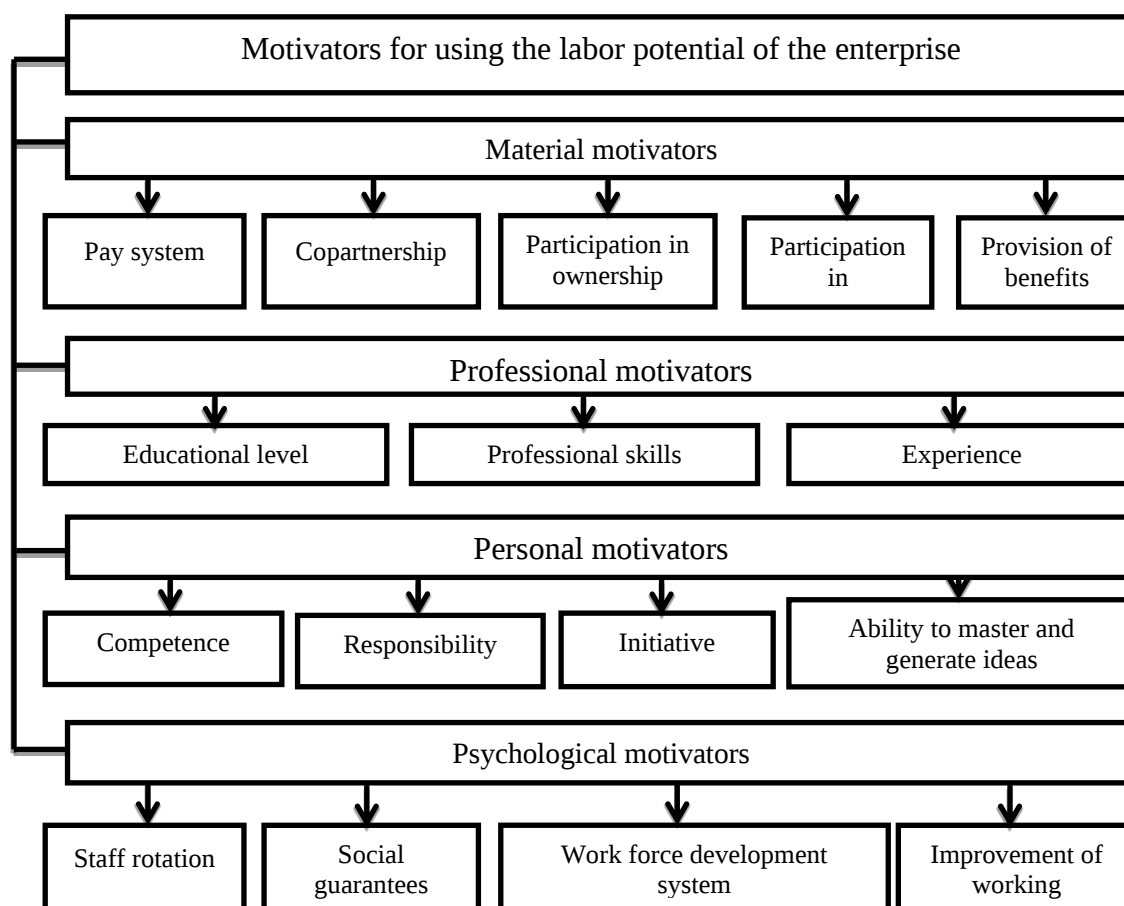


Fig. 1. The structure of motivators for increasing TPP

After considering this structure, it is necessary to highlight the types of motivation and the forms of their stimulation. Types of motivation include: external, internal, positive, negative, stable and unstable. The last two types are based on the staff's needs for additional reinforcement, accordingly, sustainable motivation does not require them, and is not sustainable on the contrary. Forms of incentive have the following structure: negative, monetary, in-kind, moral, in the form of paternalism, organizational, involvement of personnel in enterprise management. This analysis of the motivational component of labor potential proves that it is not enough to maintain competitive potential, it is necessary to constantly motivate it.

The goal of every enterprise in the hotel and restaurant industry is to make a profit as a result of providing effective services. They are directly associated with the service, i.e. the personnel providing them. In order to build high-quality services, it is necessary to prevent the reduction of staff motivation due to the lack of management support and in the process of disagreement with colleagues. For this, it is necessary to create a

system that will be effective and consistent in the process of realizing the given goal [47] .

To improve the efficiency of personnel management abroad, there is a practice of training personnel. Depending on the set goals and tasks, the following training options are used:

- training of new managers and specialists who were hired for the first time at the enterprise. Employees are introduced to the peculiarities of the structure, economy, organization of production activities, technologies, social conditions and safety equipment;

- personnel retraining is carried out with the aim of obtaining an additional higher or technical professional education;

- providing personnel with special skills and knowledge that were not previously used at the enterprise to improve labor productivity and adapt personnel to new realities due to changes in the production process [47] .

After analyzing the work of restaurants in the city of Vinnytsia, we came to the conclusion about negative trends in working with personnel during the period of quarantine restrictions:

- insufficient professionalism of waiters (most do not have appropriate qualifications and education);

- a decrease in motivation, which is reflected in the work of employees (they work without enthusiasm, without effort, do not show initiative, approach the performance of their duties formally).

Attrition is also an acute problem for the company. Such a phenomenon among personnel entails significant economic, organizational, personnel and production losses, and provokes psychological difficulties. Their consequences can inevitably lead to a decrease in the quality of work and staff motivation. In general, the analysis of documents and conducted interviews with leading specialists of the restaurant showed that a management system has been established in the work of the enterprise. However, the developed HR policy for finding service personnel does not always justify itself.

It is on the basis of our research of the "Fine affairs" chain of institutions that we managed to discover that the role of a leader is especially important when the team's strategy is established, which ensures the provision of various services and serves consumers. In the case of direct contact of the employee providing services with the recipient of these tangible and intangible goods, the most important thing is to create in the visitor a sense of the work of a high-quality and coordinated staff capable of providing competitive services. In the conditions of constant dynamic changes, which are always inherent and occur in the environment of restaurant enterprises, it is worth noting that it is leadership qualities that can positively affect the use of the intellectual and personnel potential of the economy. Another function of leadership becomes clear from this statement - to exercise purposeful control over the entire personnel structure [54]. The process of implementing such an influence should lead to an increase in the types of competitive, strategic and business modeled behavior in collectives in order to guarantee the provision of quality goods and services to the consumer, to raise the enterprise to a higher level, as a result of the constant inevitable processes of development of the institution and its place among the segments of the market economy.

In order to effectively apply leadership as a powerful mechanism of hotel and restaurant services, it is necessary to carry out its scientific institutionalization. It will make it possible to implement this approach within the framework of normal relations, thanks to the method that will allow to consolidate this direction in socio-economic processes, arranging them with related formats of management and leadership in the conditions of sustainable development of the business complex.

Methods related to the diagnosis of the assessment of the return on investment in the intellectual development of personnel should be applied at enterprises (Fig. 2).

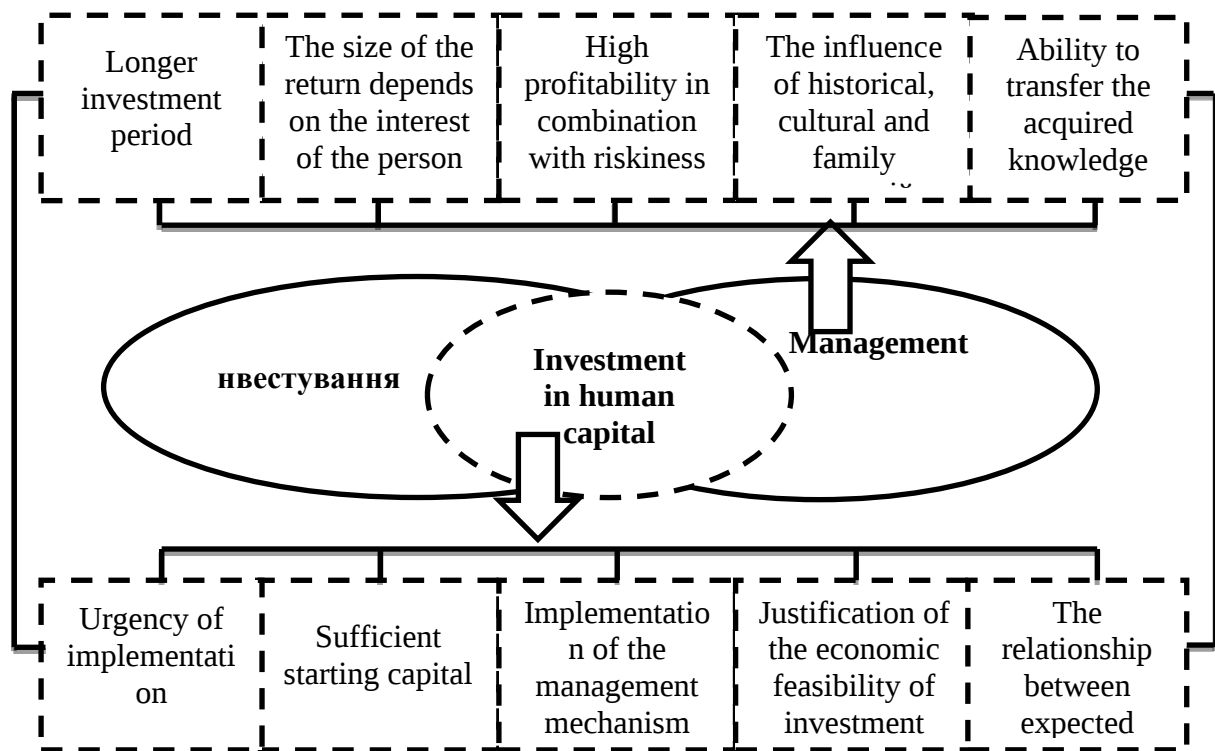


Fig. 2 Peculiarities of investing in human capital

They are an integral part of the development of economic potential and create an unbreakable connection between human and organizational potential. Human potential should be a source of innovations that are realized in the process of knowledge transformation. For its diagnosis, a certain system of indicators is used, which is determined in connection with the emergence of the following reasons: management goals; determination of individual components of the company's potential; assessment of investment attraction; analysis of the company's strategy; as a result of the decision to expand the enterprise [54]. In addition, we suggest using a program to realize leadership potential among restaurant employees, and for this, there must be motivation for the development and activation of the manager's qualities. It should be characterized by high work efficiency and go beyond personal staff-functional duties in order to further contribute to the development of leadership functions in the restaurant enterprise.

Having implemented the leadership function, the next step is to improve human potential and activate programs for the development of corporate culture. After reviewing the various results of the leadership programs, it was established that the involvement of investment policy in human capital is much more effective compared

to the modernization of the technological production base. This conclusion is based on the fact that production facilities are managed by employees, and as a result of the maximum involvement of the team in the implementation of changes, transformations and other types of optimization, it is possible to increase business results. It also depends on the number of employees involved and the speed with which employees are involved in solving certain processes. In order to solve complex and unusual issues, leaders use the methodology of a systematic approach, which allows the involvement of company managers of all levels in the case, forming a powerful team of managers, which is able to organize the team to conditions of maximally effective work [52].

Also, the manager needs to pay attention and devote time to the daily activities of the staff in order to exercise control over the processes taking place at the enterprise. If certain emergency situations arise, purposefully make changes in management behavior. The most important thing for a manager should be personal congratulations on collective and individual holidays. Having understood the role of the concept of "organizational culture" in the everyday working atmosphere, the manager, supporting these principles, only contributes to the development of the institution's culture. Thanks to such actions, the values that managers must adhere to should be a full-fledged part of the internal processes of the economy.

In order to improve the management culture, it is necessary to highlight the elements of the organizational culture that have the specificity of repeating and have an indirect possibility of influencing other spheres of communication. This type of culture begins to form as a result of communication and actions aimed at achieving the company's goals at the expense of the staff. Thanks to these processes, special norms of behavior, values, and an approach to contact with external factors were created. In order to carry out a complete, continuous reproduction of the common culture of the staff, managers need to adhere to purposeful analysis, control and evaluation in the process of assigning tasks to workers. In order for employees to adhere to roles, it is necessary to establish a type of reward that will have an intangible origin.

Another step towards improving the effectiveness of personnel management is its practical side. For this, it is necessary to comply with the following criteria:

- constantly increase the role of self-management;
- establish effective cooperation between the staff and the leader;
- to improve the quality of the organization of management activities;
- application of ethical methods and techniques in business communication.

The Lezginka restaurant, which is part of the Faini Spry network, needs constant improvement of its personnel to keep moving along with modern market challenges. Also, the company should reduce costs and time spent on finding new personnel. For this, it is necessary to establish a closer connection with colleges and universities of Ukraine.

Introducing such opportunities is a way for staff to grow and develop professionally within the enterprise. Giving employees the opportunity to acquire new skills and advance through the hierarchical structure of the restaurant, along with conducting a policy of stimulating motivation. This will significantly reduce the turnover of personnel from the enterprise and ensure its effective functioning.

In order to improve the departments of collectives, it is necessary to create such conditions that will allow the following factors to be realized:

- as a result of conducting a campaign on the use of business ethics, to increase the level of communication;
- to significantly reduce the number of costs for finding new employees, through cooperation with colleges and universities;
- to raise the moral climate of the restaurant chain "Fine affairs" due to the implementation of the principles of "organizational culture", which have the specificity of repeating and have an indirect possibility of influencing other spheres of communication. This type of culture begins to form as a result of communication and actions aimed at achieving the company's goals at the expense of the staff;
- introducing self-management, raising the level of responsibility of employees and cooperation with leaders;
- due to the introduction of internal culture at the farm, staff turnover will significantly decrease.

Improving the effectiveness of personnel management also requires a program to implement strengthening communication with personnel. The lack of such communications of one department with other departments of the restaurant mostly always contributes to a decrease in speed and quality.