

A collage of various images related to tourism and culture, including ancient stone buildings, a desert landscape with a road, a camel, a market stall with spices, and a modern building with a grid facade. The collage is set against a blue background with white text.

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Holovnia O., Zakharova T.,
Lopatiuk R., Melnyk S., Prylutskyi A.,
Stavska U., Tabenska O.

PROBLEMS AND PROSPECTS OF
DEVELOPMENT OF HOTEL AND
RESTAURANT AND TOURIST
INDUSTRY IN THE CONDITIONS
OF INTEGRATION PROCESSES

Boston (USA) - 2022

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CONDITIONS OF INTEGRATION PROCESSES**

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INTRODUCTION

The development of the world economy indicates the growth of its integration and integrity through the deepening of specialization and cooperation of countries and business entities. Integration appears as an inevitable, objectively determined process that covers most spheres of economic life in the world, and takes place according to its own laws, general principles and goals, taking into account the various grounds, conditions and levels of such integration.

Today, we can observe two mutually exclusive features of integration processes: globalization of the world economy and simultaneous national protectionism, which has gained considerable influence in the last decade. We are observing, on the one hand, the strengthening of integration processes in the world economy in all spheres of social life, there is a reassessment of the system of risks for the modern state and, most importantly, we are witnessing an increasing pragmatism of relations between countries, the basis of which is dominated by economic factors.

At the same time, significant changes are taking place in the field of hospitality and tourism. The diversification of hospitality and tourism services, the development of the hospitality and tourism industry in new territories and competition in the market require the governments of different countries to reconsider their attitude to the development of this industry and to approach the development of its strategy more seriously. In modern conditions, the governments of many countries pay more attention to the formation of strategies for the development of regions, including strategies for the development of the hospitality and tourism industry.

Considering the fact that the field of hospitality has changed significantly in recent years and continues to change, we have seen modern trends in the field of tourism and the hospitality industry, which are definitely relevant.

The strategy for the development of the hospitality sector should harmoniously complement the socio-economic strategy of the country and combine the solution of priority socio-economic tasks: increasing the scientific, technical and innovative

potential; increasing investment attractiveness and economic stability; improving the quality of life of residents.

It should be noted that the first sector of the world economy affected by the global pandemic of COVID-19 is tourism. In the current conditions of the global pandemic, it is obvious that tourism is losing employees and customers due to the impossibility of flights to different countries and the risk of contracting the disease from COVID-19. Nevertheless, even in this situation, you can find a way out: to reorient from outbound tourism to domestic tourism and discover your country from a completely different side.

At the same time, the economic consequences of the war in Ukraine are felt all over the world. Russian aggression has put pressure on global commodity prices, exacerbated disruptions in supply chains, and fueled inflation in most countries around the world. The world economy will lose a trillion dollars this year alone due to Russia's invasion of Ukraine.

The presence of unsolved problems and the contradictions of certain issues, the theoretical and practical significance of researching the management processes of enterprises in the tourism sphere and the hotel and restaurant business determined the choice of the topic of the collective monograph. The topic of the study was chosen taking into account the importance for the development of the tourism sphere and the hotel and restaurant industry of Ukraine of the processes of unification and integration of enterprises, the formation of new formats and management structures in accordance with the objective requirements of world hospitality standards.

The authors offer a monograph that is a summary of scientific searches and achievements regarding the results of research work of the Department of Management of Foreign Economic Activity, Hotel and Restaurant Business and Tourism of the Vinnytsia National Agrarian University on the initiative topic "Problems and prospects of the development of the hotel, restaurant and tourism industry in the conditions of integration processes".

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CHAPTER 1. MODERN TRENDS AND DYNAMICS OF THE EUROPEAN MARKET OF TOURIST SERVICES IN THE CONDITIONS OF GLOBALIZATION

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1.1 IMPACT OF THE COVID-19 PANDEMIC ON THE EUROPEAN MARKET OF TOURIST SERVICES

Tourism is one of the sectors of the global economy that has suffered the most in connection with restrictions on movement, the situation has been particularly difficult in the aviation industry. It is international tourism that contributes to cultural globalization between countries through the spread of ideas and values in the world with the expansion and enrichment of cultural relations [4, p. 58].

International tourist industry is one of the driving forces that stands out from among the other elements global economy, characterized by high growth dynamics and high development potential, which affects the formation of the most global economic system in general. In 2019, 1.5 billion were registered in the world of international tourist movements, which is 4% more compared to the previous one a year Thus, the "growth" of tourism is taking place for the tenth year in a row [10].

International tourism, which is a form of international human movement resources, has a mass character and is one of the leading highly profitable and the most dynamic sectors of the world economy. A specific trait international tourism is that it combines more than 50 related fields activities: culture, art, education, sports, hospitality, medicine, health, trade, nutrition, transport, communication, finance, everyday life, entertainment, construction and others [3, p. 42].

The tourism industry has seen a slow recovery since the increase of vaccination rates and the decrease in measures to contain COVID-19. Interest in nature-based, off-season and sustainable travel has grown, offering new opportunities to attract European tourists. However, a full rebound in long-haul travel behaviour is not expected until 2025. Many younger travellers feel inspired to travel to their bucket list destination. In the light of the pandemic, giving back to local communities is important for European travellers, especially among Western European countries.

Travel & Tourism has been 1 of the sectors worst affected by COVID-19. Due to the ongoing restrictions to international mobility, the sector suffered losses of almost USD 4.5 trillion globally in 2020, representing a GDP reduction of 49.1%. While there are still many restrictions limiting the ability to travel, strong pent-up demand points to a swift recovery as soon as restrictions are lifted, supported by the successful vaccine rollouts in many European countries.

The COVID-19 crisis is making it even more important to manage the perceptions of your potential clients. Consider this: even if your facilities are superbly cleaned, this will not matter if your potential clients think that hygiene might be problematic and are afraid to book with you. So, just as you invest in cleanliness itself, you need to invest in smart communications about cleanliness, so that you can influence the perceptions of travellers in the desired ways. How? Forget long written statements reporting on your hygiene protocols in detail. Use visuals and short blurbs of information that form the desired impressions.

For example, show an image of your refreshments bar, which looks perfectly clean, a disinfectant placed in a visible location and your bartender wearing a mask or shield and serving smiling clients. You can add a joyful caption such as ‘Peter at our bar is excited to serve you the best coffee in town. You can be sure he is smiling under the mask because he always is.

With this photo and a short friendly statement, you are communicating everything that can leave your potential guest with the impression that you have strict protocols and hygiene standards that ensure the safety of your clients. They do not have to read the long description of your procedures to feel that their safety is taken care of. Contemporary technologies and social media give us the opportunity to easily capture and share imagery and video content, so use them smartly to form perceptions that will make guests more likely to book.

The tourism industry has seen a slow recovery since the increase of vaccination rates and the decrease in measures to contain COVID-19. Interest in nature-based, off-season and sustainable travel has grown, offering new opportunities to attract European tourists. However, a full rebound in long-haul travel behaviour is not expected until

2025. Many younger travellers feel inspired to travel to their bucket list destination. In the light of the pandemic, giving back to local communities is important for European travellers, especially among Western European countries.

According to the latest UNWTO World Tourism Barometer, international tourism saw a 182% year-on-year increase in January-March 2022, with destinations worldwide welcoming an estimated 117 million international arrivals compared to 41 million in Q1 2021. Of the extra 76 million international arrivals for the first three months, about 47 million were recorded in March, showing that the recovery is gathering pace.

Europe and Americas lead the recovery. UNWTO data shows that during the first quarter of 2022, Europe welcomed almost four times as many international arrivals (+280%) as in Q1 of 2021, with results driven by strong intra-regional demand. In the Americas arrivals more than doubled (+117%) in the same three months. However, arrivals in Europe and the Americas were still 43% and 46% below 2019 levels respectively.

The Middle East (+132%) and Africa (+96%) also saw strong growth in Q1 2022 compared to 2021, but arrivals remained 59% and 61% below 2019 levels respectively. Asia and the Pacific recorded a 64% increase over 2021 but again, levels were 93% below 2019 numbers as several destinations remained closed to non-essential travel.

Europe offers the world's largest source market for outbound tourism, generating 618 million international tourist arrivals, which was almost 50% of the world's total before the coronavirus. Asia and the Pacific account for 26% of the world's total number of international tourist arrivals, followed by North and South America with almost 18% [9].

Out of all 618 million trips by European citizens, 521 million travelled within Europe, 35 million travelled to Asia and the Pacific, 32 million travelled to North and South America, 18 million travelled to Africa and 12 million travelled to the Middle East.

In 2019, total European tourism (air, land and sea) out of Europe counted 496 million trips. It generated 35% of the world's international tourism expenditure. Of

these trips, 14% (70.6 million trips) had a developing country destination, and 86% had a different destination outside the EU. Intra-European travel has not been taken into account. Trips to developing country destinations have been growing with 3% yearly since 2015.

Within Europe, Germany is the largest source market, with 13 million trips to developing country destinations, followed by the United Kingdom (11 million trips) and France (9 million trips).

Recovery of the European outbound travel market. Due to the spread of the COVID-19 virus, 2020 became a disastrous year for European outbound tourism. When the first infection was detected in Europe in January 2020, it had a major effect. By the end of March, Europe was considered the active centre of the pandemic by the World Health Organization (WHO), as its total new infections surpassed those of China. In response, every country in Europe resorted to total lockdowns. This was catastrophic for the outbound tourism market, and numbers plummeted.

The number of trips by aircraft out of Europe reached an all-time low in April and May 2020. While the summer and autumn of 2020 have seen a small recovery in the number of trips, travellers were still very restricted. This was expected to change in 2021. However, travel rates at the start of 2021 were the same as in most of 2020 because of new outbreaks and a slow vaccination rate in most European countries.

Although tourism from Europe dropped majorly, it dropped less excessively than tourism from other regions. European outbound travel dropped with 67% in 2020, which is less than Africa (73%), North and South America (73%), the Middle East (74%) and Asia Pacific (85%).

With vaccination rates rising, the European tourism industry is likely to recover. Experts expect that outbound travel from Europe will further recover in 2022, though perhaps not to pre-coronavirus levels yet. It is very uncertain when the tourism market will fully recover. Among tourism experts, 27% expect Africa to fully recover in 2022, 45% expect this to happen in 2023 and 27% think this will happen in 2024 or later. For the Asian market, these numbers are 14% (2022), 31% (2023) and 56% (2024 or later) respectively.

Variants of the virus, like the Delta variant, continue to make travel prospects uncertain. Travel restrictions can change within the short term. This highly influences travel plans. Therefore, travellers make sure their payment can be refunded and check-in dates are flexible. Because of that, cancellation policies and flexible arrangements are important. Flexible check-in dates and refunds will play a determining role for tourists when booking their holidays. A full recovery of outbound travel is expected in 2025 for long-haul destinations.

How COVID-19 changed the European travel market. COVID-19 has changed Europeans' perspective of travel in several ways. Travelling solo and trips to connect with loved ones are examples of these travel wishes. The pandemic has had a big influence on Europeans' well-being. This leads to increased interest in paying attention to mental wellness during holidays.

The desire to see more of the world has increased for many Europeans during the lockdown. They are looking forward to picking their travel plans up again now that more people are vaccinated. Some intend to already travel to far-away destinations by the end of 2021. During lockdown, people have gathered inspiration on where to travel next, mainly through talking to family and friends, watching influencers' social media channels and looking at old holiday pictures.

For the time ahead, travellers are looking to compensate for their cancelled travel plans. This is especially true among Millennials and Gen Z. Travellers are looking to rebook trips that had to be cancelled in 2020 (40%) or are looking to make up for a celebration that could not take place by going on a trip (38%). Gen Z and Millennials, people with higher incomes and families with children are the most likely to travel in 2021. Furthermore, 54% of vaccinated and 46% of unvaccinated people are looking to travel internationally.

European travellers are looking forward to compensating for lost time with a bucket list holiday, especially 18-24-year-olds. These younger travellers are likely willing to spend more in 2022 on a once-in-a-lifetime experience. Adventure travel will be important for this age group. They are also interested in FIT tourism. Packaged holidays are becoming less interesting for them, because they want to explore the

destination on their own. Seniors and people who are travelling to far-away countries are still interested in package holidays. For long-haul destinations, package holidays are expected to increase, as people are looking for financial protection and reassurance after the pandemic.

On the flip side, travellers are expected to go back to familiar favourites. That familiarity invokes trust amongst tourists, as they travel again for the first time after lockdown. Also, 25% of travellers are looking for a countryside holiday, which is more than in previous years. This is especially true for domestic travel, but it is an important trend for outbound travel as well. Many travellers want to travel by car to nearby countries or regions.

COVID-19 has resulted in Europeans placing a high value on spaciousness, nature, air and environmental quality. Overcrowded destinations are avoided, and 32% of Europeans are willing to pay more to avoid crowded destinations. Holiday homes and apartments are in higher demand compared to hotels to avoid crowds. Many Europeans are interested in going off the beaten track to also get a unique and meaningful experience. Getting immersed in the local culture with locals is very appealing to them. Furthermore, 44% of Europeans are considering off-season travel to avoid crowded destinations. Couples are relatively more interested in off-season travel compared to families, with 51% and 38% willing to travel off-season respectively.

The pandemic has emphasised the need for natural, economic and social sustainability. This is also reflected in travel behaviour, as people are more interested in reducing their CO₂ footprint while travelling. This means that people are more interested in staying at 1 destination during their holidays. This way, they can reduce their CO₂ footprint by using less transportation. Interest in nature-based holidays has also increased. People value basic activities such as hiking and cycling in nature.

COVID-19 has brought uncertainty into people's working life. Job opportunities and financial stability have decreased, and Europeans want to make sure their money is well spent on their holiday. Many will avoid unnecessary expenditures and put more effort into searching for the best deals.

Working remotely has become the norm during lockdown. This makes it easy for people to leisure travel and work online at the same time, because people are not required to come to the office every day. Italians, Spaniards and British people especially are interested in working away from their home or office desk. People will want to work in a comfortable working area with, for example, a beautiful view. A strong and private Wi-Fi connection is very important to accommodate these travellers. Next to that, people have an increased interest in extending business trips to enjoy more leisure time at the destination as well.

The demand for sustainable niche products. Accelerated by the pandemic, Europeans have an increased need for sustainable niche products and options when travelling.

Air travel is responsible for a lot of CO₂ emissions, and people are increasingly becoming aware of this. For this reason, travellers are likely to stay closer to home to avoid harming the environment so heavily. To reduce their carbon footprint, 37% are willing to pay more. Almost 60% of travellers are willing to take fewer trips and spend more time at single destinations, especially Polish, Spanish and Dutch travellers.

Over half (51%) of European travellers plan to travel more in the off-season or are willing to pay more to visit less crowded destinations (37%). This is partly to reduce overtourism, but also to decrease the chance of COVID-19 infection.

The pandemic has had a huge impact on some local communities, especially those which are largely dependent on tourism. Because of this and to compensate for their long-haul travel, 1 in 3 people would like to spend more money to benefit the social and economic situation of local communities. This percentage is even higher for travellers from the United Kingdom (40%), France (40%) and Germany (40%).

Sustainable wildlife tourism is a major niche market for European travellers. European tourists are increasingly concerned with the well-being of wildlife and are willing to pay more to see animals in the wild instead of in zoos. They find it increasingly unacceptable when animals are used for entertainment purposes. For example, 88% of German tourists agree that tour operators should avoid activities that cause suffering for wild animals.

Offering vegetarian food is a must when offering packages for Europeans. Of the European population, 4.6% is vegetarian or vegan, and among highly educated and Western European travellers, this is even higher. Germany, the Netherlands and Austria are the countries with the highest percentages of vegetarians. Offering sustainable culinary options can make you really stand out from the competition. More information on how to do so can be read in our studies on the opportunities for food tourism from Europe.

Developing country destinations most visited by Europeans. While domestic and intra-European travel is becoming more popular, this chapter mainly focuses on Europeans going on long-haul travel to Africa and the Middle East, Asia and Latin America. Furthermore, the top 6 developing country destinations (Turkey, Morocco, Egypt, Thailand, Ukraine and China) make up over 50% of the trips to developing country destinations.

Turkey was by far the most popular developing country destination among Europeans until 2019. Because of political instability in 2016 and 2017, Turkey has seen a dip in incoming European tourists. However, there was a resurgence in arrivals in 2018 and 2019. The recovery of the tourism market in Turkey for 2021 was positive, but due to wildfires that took place during the summer, this forecast has been heavily dented.

Morocco has seen a stable number of European tourist arrivals over the past years. Many tourists that visit Morocco are people that were born in Morocco but now live abroad. Many tourists are also French. This is likely because of their colonial history and the many people that speak French in Morocco. Egypt has seen a steady increase in tourist arrivals over the years. The number of tourist arrivals since lockdown has also increased during 2021. Many Europeans are looking to spend their holidays along the Mediterranean Sea when they go to Egypt. The interest in Egypt as a destination has increased after the decrease in terrorist attacks.

Africa and the Middle East. After the threat of Islamic State (IS) had decreased, Africa and the Middle East recovered as important destinations for European tourists. Up until 2020, Africa and the Middle East received the most tourists from Europe in

comparison to other parts of the world. In 2018, they saw the largest increase in European arrivals, with a 25.8% growth rate. Turkey, Morocco and Egypt are the top 3 developing country destinations that Europeans like to travel to.

Some destinations in Africa and the Middle East received many more European tourists than in previous years. Tunisia, for example, had an increase in tourist arrivals of 55% in 2018 and 18% in 2019. After 2 deadly jihadist attacks on a Sousse beach and Bardo National Museum in Tunis aimed at tourists in 2015, tourism to Tunisia decreased tremendously. It recovered in 2018, with tourist arrivals surpassing 2014, before the attacks took place.

Niger and Comoros have seen an increase in European tourist arrivals between 2018 and 2019, with a growth rate of 22% and 23% respectively. Niger increased its focus on assets that are appealing to tourists, such as local culture. The Comoro Islands have promoted themselves as an appealing destination for tourists interested in culture, wildlife and nature tourism.

Africa's tourism market will have a hard time recovering from COVID-19. This is because the amount of domestic and regional travel is lower compared to other world regions, and people from Europe are looking for more security by staying closer to home. Overall, Africa will see major losses in the tourism industry in 2021. A 78% drop in tourism expenditure is expected in North Africa and a 69% drop in South Africa. The quickest resurgence in the African tourism market is expected to be within the wildlife and nature tourism market.

The decline in tourist arrivals will be especially hard for Cabo Verde, where tourism was responsible for 71% of the total export and 93% of international guests. Mauritius is facing hard times because 10% of its GDP comes from tourism and 34% of its export products are within the tourism industry. In the Middle East, it is going to be especially tough for Jordan, where tourism makes up 12% of its GDP, 36% of its exports and 72% of international arrivals.

Asia. Thailand, China, India, Indonesia and Vietnam saw a steady increase in tourist arrivals in the years leading up to 2020. Asia witnessed the first cases of COVID-19 and was therefore also the first region to commence lockdown. In June

2021, many Asian countries suffered high infection rates again, and 70% of Asia's borders have been closed for non-essential travel. Quarantine upon arrival is necessary in almost all countries. This is devastating for the tourism market in Asia. Until domestic vaccination rates and vaccination rates from incoming tourists rise, the tourism industry will continue to suffer majorly in Asia. Tourism arrivals were down 75% in the first half of 2020 in comparison to 2019.

The Philippines was the most sensitive to the decrease in arrivals, as tourism accounts for 9% of its GDP and 10% of its exports. Thailand will have a hard time as well, as 7% of its GDP and 20% of its exports consist of tourism products and services.

Thailand's Phuket province reopened its borders on 1 July for people who are fully vaccinated. Thailand is looking to reopen its national borders entirely in mid-October for vaccinated people.

Asian countries are cheap to visit for Europeans. The continent's rich nature, cultural heritage and opportunities for luxury travel make it an interesting destination when restrictions have decreased. While cities in Asia used to be high in demand, it is likely that nature-based activities will see an increase in demand when the measures allow it. Latin America. International tourist arrivals in Latin America saw steady growth up until 2019.

Mexico is by far the most popular travel destination in Latin America among Europeans. Tourist arrivals in 2020 decreased with almost 60%, which is lower than the world average. Mexico did not see a total lockdown, which let it maintain some parts of the tourism industry. Meanwhile, the country has seen an 80-100% recovery rate in the tourism industry in 2021, which is unique in the world.

Latin America is expected to see the largest resurgence in sustainable travel, especially because sustainable awareness has increased during COVID-19. Conserving biodiversity, protecting local communities and indigenous people have attracted tourists' interests. El Salvador saw a tremendous increase of 29% in European tourist arrivals between 2018 and 2019. Traditional and colonial culture and nature travel are the main reasons for people to travel to El Salvador. Tourist favourites include the majestic volcanoes, craters, birdwatching opportunities and black-sand beaches.

Nicaragua had the largest decrease in European tourist arrivals, with 26% fewer tourists in 2019 compared to 2018. This decline was partly caused by the protests against social security reforms.

For many islands in Latin America, like Saint Lucia, Dominica and Antigua & Barbuda, the coming period will be tough, as tourism is a large part of their total exports. Panama is going into hard times as well, as 9% of its GDP and 28% of its total exports consist of tourism. Another country that is getting it tough is Jamaica, since 54% of its exports and 9% of its GDP come from tourism.

Germany. With almost 13 million trips to developing countries in 2019 (12% of all German outbound trips), Germany is the largest European source country.

Just like for most Europeans, Turkey is a popular destination among Germans. Turkey is expecting 2.5 to 3 million German tourists in the second half of 2021 if the pandemic allows it. This is close to the number of tourist arrivals before the pandemic. Turkey's nice climate, beautiful nature, interesting cuisine and culture, great beaches and cheap flights from European source countries make it an appealing holiday destination. Germany alone provided 27% of the trips to Turkey in 2018. The high ratio of German visitors can be explained by the large number of Turkish migrants living in Germany.

The favourite destination of German travellers differs per niche market. Germans who enjoy nature and cultural activities tend to travel to China. Another popular nature-based destination is Thailand, which also serves well as a luxury travel destination. Next to Thailand, German travellers visit destinations in Egypt, Turkey and Tunisia for luxury travel as well. To participate in local cultural activities, Germans prefer destinations in the Middle East, Morocco, Namibia and Kenya.

Germany saw a rise in domestic tourism during 2020, with 45% of travel being domestic. In 2019, this was 26%. This is likely to be because of the pandemic, but it is a trend that is likely to persist when the pandemic is over. At the beginning of October, 77% of the population was fully vaccinated. Mostly because of vaccinations, air travel out of Europe from Germany was almost 10 times higher in May 2021 compared to 2020. However, this number represents only 15% of the total trips before COVID-19.

In July 2021, passenger numbers out of Europe showed further recovery up to over one-third of the pre-COVID-19 passenger flows.

Table 1

The number of Germans travelling outside of Europe by air

Month	2019	2020	2021
January	6322720	6423267	848268
February	5919529	5958139	636531
March	7198047	3080015	890297
April	7791196	137090	964301
May	7664710	146225	1136260
June	8412173	510461	1796977
July	9343396	1227113	3493451
August	9633553	1641557	no data available
September	8829200	1329745	no data available
October	8944404	1219459	no data available
November	6816603	692767	no data available
December	6993276	916619	no data available

**Source: created by the author based on [11].*

German tourists generally do not like uncertainty. They like to prepare and tend to read a lot before their trip. They are, like most Europeans, direct in their communication and are well known for their tendency towards organisation and punctuality. Trying local food and hiking in nature are among their favourite activities. German tourists are more interested in beach tourism than other tourists with other nationalities. Germans are also the ones taking the most cruise trips in the world.

Germans want to include a lot of nature activities. Their love for the outdoors also reflects their values related to sustainability. They find it very important not to disturb nature, as 57% believe their holiday trip should be as environmentally friendly as possible and 23% said that they consider sustainability during their holiday planning. Another 4% state that it plays a determining factor. Next to experiencing nature, they also enjoy beach holidays, relaxing holidays and family holidays.

Booking accommodation and flight-tickets separately (FIT tourism) has seen a slight increase between 2010 and 2018. However, Germans still prefer to book package travel including both transportation and accommodation. In 2019, popular tour operators were Tui (17.9% market share), DER Touristic (8.5% market share), FTI

(7.9% market share) and Aida Cruises (5.2% market share). Most Germans book their trip online (42%) or face-to-face (40%). Important online and offline travel agents active in the German market are DER Touristic, RTK Group, TUI, BCD Travel and LH City Center. Booking through phone calls or email is the least popular.

The average number of days Germans go on holiday is almost 10 days. German travellers enjoy staying in hotels, with 66% of them having stayed in a hotel during their last trip. A large decisive factor for travel destinations is their budget. They largely spend their money on their hotel stay, flight and food.

German travellers value the opportunity for outdoor and other activities, feeling taken care of, cultural experiences and a feeling of having a 'once in a lifetime' experience during their travel the most. These are the most important determinators while choosing a destination.

The average budget for the next main trip was €1,583 in 2020, which is a decrease compared to €2,467 in 2019, although this amount will be higher for long-haul destinations. The booking process of German travellers usually takes 1 week or 1 to 3 weeks. They are likely to make their decision based off of reviews, information provided and deals. Germans look to book their travels through online travel agencies, search engines or travel comparison websites.

Germans are among the most willing to travel off-season, with almost half of them being willing to do so. Also, 39% of Germans are willing to pay more to avoid crowded destinations, and almost 60% of Germans are willing to stay at 1 destination during their travel.

Germany is the largest economy in Europe, with a GDP worth 3.3 trillion euros in 2020. It has experienced a smaller decrease in GDP during the pandemic compared to other European countries, with a growth rate of -4.8% in 2020. In 2021 and 2022, the growth rates are expected to be 3.6% and 4.6% respectively. Germany's strong economy and its vast population make it an interesting and stable source market. In July 2021, almost half of the population was fully vaccinated against COVID-19.

United Kingdom. With over 11 million trips to developing countries in 2019 (19% of all British outbound trips), the United Kingdom offers the second-largest European

source market. In 2019, 88% of people in the United Kingdom took at least 1 trip, with the average person taking almost 4 trips per year. Families with children over 5 years old enjoy most trips.

Just like for Germany, the most popular developing country destination for British people is Turkey, with 6% of people travelling there in 2018-2019. Asia is also an increasingly popular destination, along with North and South America. Compared to other age groups, 18-24-year-olds are increasingly interested in travelling to Africa. The most popular African destinations are Morocco, South Africa and Egypt.

Beach holidays and city trips are popular among British travellers. Adventure holidays are also seeing an increase compared to the years before: 10% took a lake or mountain trip and 7% took a camping trip, the latter being especially popular amongst the age group 55-64. Adventure tourism trips are increasingly popular among 18-24-year-olds. Wellness travel has also been rising in popularity. Many couples enjoy a romantic getaway.

The average budget for the next main trip was €2,155 in 2020, which is more or less the same as in 2019. Their stable holiday budget is an exception in Europe, probably caused by the high vaccination coverage at a very early stage.

Online bookings are by far the most popular, with 83% booking their trips this way. Consulting travel company websites and professionals have seen a rise, while social media are used less for travel information. British travellers have become more aware of fake news and fake reviews on social media, which makes them wary of using it for travel recommendations.

Holiday bookings through phone calls have seen a slight rise from 15% in 2018 to 17% in 2019. These bookings are mostly made by elderly people above 75 years old. In-store bookings have decreased from 15% to 12% between 2018 and 2019. High-end accommodation is the norm for British travellers. Package holidays, especially all-inclusive, are popular. However, booking transportation and accommodation separately is equally popular. These 2 forms of travel have not seen major changes in the past years.

Among the British, 50% have either been on a cruise and are likely to go again or have not been on a cruise but are interested in going on 1. Most people are interested in ocean cruises, followed by adult-only, river and land-based cruises.

British people care about sustainability. They find it important that the money spent on holidays contributes to the local community. Next to that, they find it important that plastic pollution is minimised and that the local animals are treated with respect. Half of British travellers find travel companies' green credentials important.

Some of the leading certification programmes are:

- Travelife, offering a certification programme for tour operators, travel agents, hotels and accommodations;
- Earthcheck, offering a science-based approach to increase efficiency, maximise the guest experience and minimise the environmental footprint;
- Green Globe, a global certification with a focus on hotels, resorts, attractions and conference centres.

It is important to realise that opting for certification has a big influence on your company. It usually requires hard work to obtain, but it can be of great support in increasing the sustainability of your business and marketing your company.

British people on average spend 8 days at their destination. Most British travellers stay at a hotel, while few of them stay with family or friends, a resort or an alternative accommodation. Most of the money spent goes to hotels, followed by flight expenses.

Compared to the French and Germans, British people tend to consider deals and low costs more as a determining factor for their travel decisions. However, they value the activities at the destinations and the cultural experience the most.

British travellers usually book their trip within 1 week or take 1 to 3 weeks to do so. Next to money deals, British people find reviews and information important decision-making factors. British people are mostly influenced by reviews on travel review websites, followed by search engines and online travel agencies. They usually also book their travels through online or offline travel agencies. Therefore, most British travel agents adopt a multichannel approach, offering their services both online and

offline. Large travel agents offering online services are Hays Travel, Travel Counsellors and Tui.

A little over 45% of British people are willing to take more off-season trips, while 42% are willing to pay more to avoid crowded destinations. Almost 60% are willing to stay at 1 destination per trip instead of travelling to multiple destinations.

The United Kingdom is the second-largest economy in Europe, with a GDP of 2.3 trillion euros in 2020. While the GDP decreased with 9.8% in 2020, it is expected to grow significantly in 2021 and 2022, with 7.2% and 5.5% respectively.

France. With over 9 million trips to developing countries in 2019 (20% of all French outbound trips), France offers the third-largest European source market. Former French colonies such as Morocco and Tunisia are favourite French destinations, as they offer no language barrier and many French people have roots in these countries.

After a partial recovery in December 2020 and January 2021, air travel out of Europe declined again in early spring 2021. In June 2021, the number of passengers went up again, to about one-sixth of the pre-COVID-19 passenger flow.

The average budget for the next main trip was €1,522 in 2020, which decreased from €2,201 in 2019, although this amount will be higher for long-haul destinations.

French people usually speak little English compared to other European citizens, which makes it important to address them in French. The French share some cultural aspects with the Germans. For example, both are very straightforward in their communication (you may also consider it rude). The French, however, are open for more spontaneity during their holidays compared to Germans.

French people take almost 4 trips on average per year. French people mostly enjoy relaxing and sight-seeing holidays, followed by family visits. Just like the British and Germans, romantic getaways are also well liked among the French. French people spend around 10 days at the holiday destination on average.

The French are also the most open to alternative accommodation compared to other countries, although around 50% of the travellers prefer to stay in hotels. They are the most likely to stay with family or friends during their trip compared to other European countries, and 48% of French tourists claim that family/friends is/are the most

important reason for their travel. This is relatively high compared to the average EU citizen (38%). Especially former colonies, like Morocco and Tunisia, receive these visitors.

Natural features/nature (58%) and cultural and historical attractions (36%) are mentioned most often as reasons to return to the same destination for a holiday in a poll by Eurobarometer (compared to 45% and 31% for the EU in total). Therefore, nature and cultural trips offer the most opportunities when targeting the French market. The French have a very high preference for beach holidays as well.

The size of the budget is crucial for 77% of French travellers to how they spend their holidays. However, they also consider the destinations' activities to be 1 of the most important factors in choosing their destination. Other determining factors are the feeling of having a 'once in a lifetime' experience, cultural experiences and outdoor activities. French travellers usually book their trip within 3 weeks.

French tourists have very specific needs and find those very important. They value freedom during their trip and therefore prefer to travel independently and not join group tours. Furthermore, they also care more for family entertainment compared to German and British people. Activities for the whole family are thus important to them. Lastly, they do not like crowded places, as they would rather get a fresh view on something unique.

Before French people go on holidays, they like to look up reviews and information on the destination online and search for deals before making their final decision. Most French travellers use search engines such as Google to decide on their holiday. They also make use of travel agencies and airline websites. When looking for French sustainable tourism companies, a good starting point is the Agir pour un Tourisme Responsable (ATR). The largest French airline, also focussing on long-haul destinations, is Air France-KLM.

Almost half of French travellers are willing to travel off-season, with 28% willing to pay more to avoid crowded destinations. Also, 51% are willing to stay in a single destination instead of multiple destinations. Almost 40% of French people are willing to pay more to support the local community.

France is the third-largest economy in Europe, with a GDP of 2.3 trillion euros in 2020. The GDP decreased with 7.9% in 2020 but is expected to grow with 6% and 4.2% in 2021 and 2022 respectively. France has a population of 67 million.

Italy. With 4.3 million trips to developing countries in 2019 (16% of all outbound trips), Italy offers the fourth-largest European source market. Italy is known as 1 of the first places in Europe where COVID-19 occurred, and it has seen a serious impact with a relatively high death rate and high economic consequences. The Italian vaccination rate is comparable to Western European countries, with 78% of the adult population having been fully vaccinated as of October 2021. As of May 2021, the Italian outbound travel market has failed to recover.

The most important developing country destinations were Albania, Egypt, Morocco and Turkey. The main African destinations (besides Egypt and Morocco) are South Africa, Tanzania, Madagascar, Mauritius and Ethiopia.

The overall holiday budget of Italians has dropped from €1,757 in 2019 to €1,377 in 2020 and is lower than the budgets of German, British and French tourists.

Italian tourists still prefer travel agencies over online bookings, as only 39% of Italians are booking online compared to the 49% average in Europe. Many Italians also tend to travel in larger groups, often with large (multi-generational) families and prefer an Italian-speaking guide. Margins for tour operators and travel agents are generally lower for larger groups. However, their large group sizes offer some economies of scale.

Italians feel a need for a more personalised booking service because they prioritise the authenticity of their holiday. The preferred accommodation types for Italian travellers are hotels and tourist villages. The popularity of such accommodation also increased in 2018 by 6.7%. Italians have the highest preference of all Europeans for beach tourism.

Almost 40% of Italians are willing to take more off-season trips, while 28% are willing to pay more to avoid crowded destinations. Also, 56% are willing to stay at 1 destination per trip instead of travelling to multiple destinations.

Italy is the fourth-largest economy in Europe, with a GDP of 1.7 trillion euros. The GDP decreased with 8.9% in 2020 but is expected to grow with 5.0% and 4.2% in 2021 and 2022 respectively. Italy has a population of 60 million.

Spain. With 3.7 million trips to developing country destinations (17% of all outbound trips) in 2019, Spain is the fifth European source market. Just like Italy, Spain has been hit very hard by the pandemic. The overall holiday budget of Spaniards has dropped from €1,798 in 2019 to €1,347 in 2020, which is comparable to the budget of the Italians but lower than the budgets of German, British and French tourists. The Spanish vaccination rate is relatively high, however: 83% of the adult population was fully vaccinated by October 2021. Mainly because of that, the number of trips out of Europe was also higher than in Italy during the first months of 2021.

Morocco in particular is an important destination. Due to strong historical ties, tourism for the purpose of visiting family, friends and relatives offers opportunities for Moroccan suppliers. Other important destinations are Mexico, Thailand, Turkey and China. Many Spanish-speaking countries, including the Dominican Republic, Peru, Ecuador and Cuba, are also in the top 10 destinations.

The Netherlands. With 3.5 million trips to developing country destinations (17% of all outbound trips) in 2019, the Netherlands is the sixth-largest European source market. Although the Dutch market is recovering, most trips are domestic or within the EU. Table 5 shows an insight in the development of travel outside of Europe during and before the crisis. Comparable to Germany, Dutch passenger flows out of Europe recovered up to about one-third of pre-COVID-19 levels by July 2021.

The most important aspects of choosing a destination for Dutch tourists are the variety of possible activities in the destination and a sunny destination. Turkey is by far the most important developing country destination. The main African destinations are Morocco, Egypt, South Africa, Gambia and Tunisia.

Dutch people tend to be price-conscious holiday bookers who aim for good value for their money. The largest age groups of Dutch tourists are 65+ and the age group 45-64. The age group 45-64 spends the most on holidays, with an average of €1,687. Online bookings are the most popular among the Dutch, as 80% of all bookings are

made online. The largest travel agents active in the Netherlands are TUI Netherlands, BCD Group, D-rt Group, Corendon and Sunweb Group.

The Dutch are in general very direct in their communication. Dutch tourists are often good English speakers, and some speak German and French as well.

Almost 47% of Dutch people are willing to take more off-season trips, while 30% are willing to pay more to avoid crowded destinations. Also, 64% are willing to stay at 1 destination per trip instead of travelling to multiple destinations.

The Dutch vaccination rate is relatively high, however: 79% of the adult population was fully vaccinated by October 2021.

The Netherlands has a GDP of 798 billion euros. The GDP decreased with 3.7% in 2020 but is expected to grow with 3.3% and 3.3% in 2021 and 2022 respectively. The Netherlands has a population of 17 million.

The Dutch GDP per capita is higher compared to other important European source markets, which means that the Dutch have a relatively high income and have more money to spend on holidays.

Eastern Europe. Before the coronavirus, Eastern Europe was an ever-growing market and had the highest growth rates of trips to developing countries from Europe. People from Poland took 28% more trips to developing countries in 2018 than in 2017. In some other countries, this growth rate was even higher. Bulgarian citizens travelled 27% more to developing countries, the Czech Republic had a growth rate of 36% and Lithuania even had a growth rate of 56%.

Countries from Eastern Europe take relatively many trips to developing countries compared to other European countries. Polish travellers take 24% of their trips to developing countries, Bulgarian tourists take 26% of their trips to developing countries, Hungarian citizens 29% and Greek travellers 34%. Most travellers in these countries are first-generation travellers. They generally focus on standardised holidays like sun & beach holidays and round trips.

It is important to realise that tourists from these countries focus on a few developing country destinations. Most of their destinations are neighbouring destinations. Out of all Hungarian trips to developing countries, 82% were to Ukraine. Bulgarian tourists

visiting a developing country also have a very specific focus – about 90% visit Turkey. While Greek tourists also show much willingness to visit Turkey (48%), many Greek tourists travel to the neighbouring Albania (38%). Polish developing country travellers mostly visit Ukraine (47%), followed by Belarus (18%) and Turkey (12%).

1.2 SEGMENTATION AND ORGANIZATION OF THE TOURIST DEMAND MARKET IN EUROPEAN COUNTRIES

When attracting European tourists, it is very important to know which markets offer the most opportunities. Therefore, we have provided a top 6 of the most interesting markets.

Several niche markets in the segment of nature tourism, such as (1) wildlife watching and bird watching, (2) walking, (3) adventure tourism trips and (4) ecotourism, offer the most opportunities. These niche markets are high in demand, especially right after border restrictions are lifted, because these niche markets include activities in spacious, off-the-beaten-track destinations and therefore cause less concern for coronavirus infection. Despite the high demand, we do not consider sun & beach tourism as the market offering the most opportunities, because it is mainly dominated by large suppliers offering fixed packages. Within the sun & beach tourism market, Generations Y and Z in particular offer opportunities for small-scale suppliers of sustainable trips. (5) Tangible (built) heritage and intangible culture tourism also offer opportunities, but mainly for when the fear of COVID-19 infections has reduced. This is because of the urban setting in which this tourism often takes place, and right now, many people will avoid crowded cities to avoid infection. (6) Wellness activities and fitness are likely to be in high demand in the short run. Europeans want to take care of their mental wellbeing after stress has taken a toll during lockdown.

In this chapter, we will further discuss the niche markets offering the most opportunities, structured by the market segments these niches belong to. Nature tourism. Compared to other segments, nature tourism is expected to recover fastest, because rural destinations are expected to gain popularity. In 2021, 56% of travellers

are looking to spend their holidays in rural destinations and doing simple outdoor activities such as hiking.

Almost all (96%) European tour operators offer services related to 1 or more niche markets within nature tourism. Nature tourism is often part of a longer, more diverse trip. For example, people like to combine a city trip with an escape to more rural destinations. Therefore, it is important to offer a diversity of products and services to attract Europeans.

Nature tourism covers many niche markets. Table 2 offers an overview of the niche markets within nature tourism and the percentage of European tour operators active in this niche.

Table 2

**Percentage of European tour operators active in a primary nature tourism
niche market**

Niche market	Definition	Percentage of European tour operators active in this niche
Sun & beach tourism	Sun & beach tourism refers to holidays taken for the purpose of staying at or near beaches.	65.6%
Wildlife watching	Wildlife watching involves viewing wildlife in their natural habitat. It includes different types of safari such as 4x4, walking, fly-in, river/canoe and horseback safaris. The niche also includes trips to view marine life.	57.7%
Walking	Walking tourism refers to trips in which walking in the natural environment forms a significant part of the trip. It includes hiking and trekking, long-distance walking and specialist techniques such as Nordic walking.	49.8%
Ecotourism	Ecotourism refers to an environmentally based tourism experience that is sustainable, has low impact on the natural environment and helps to preserve the long-term nature of the community/project/site.	42.3%
Bird watching	Bird watching is defined as tourist travel for the specific purpose of observing birds in their natural habitat. The niche is sometimes referred to as birding or avitourism.	37.3%

Continuation of table 2

Fishing	Fishing tourism involves travel with the primary purpose of fishing. This can be in either freshwater or saltwater. Fishing is sometimes referred to as angling.	13.6%
Cycling	Cycling tourism refers to recreational travel involving leisure cycling as a fundamental and significant part of the trip. It includes cycling types such as road cycling, mountain biking and cycle touring.	9.3%

**Source: created by the author based on [11].*

Table 2 gives you a general idea of what Europeans like when on vacation, as well as an indication of how European tour operators cater to European tourists. However, you need to realise that the competition in these markets is also large. This means you need to find ways to distinguish yourself from your competitors.

What you can do with Table 6 really depends on the niche market your company is in. If you operate in a very popular niche market, you could target almost all European tour operators with an appealing offer, if they are active in your country. However, you need to really focus on your unique value proposition (to find out what that is, read our report on how to determine your unique value proposition).

When operating in a more specific niche market, you really need to find those tour operators that fit with your product. These might be:

- Tour operators that offer your product in your market already. In this case, a decent offer might be very interesting if it is comparable to or better than that of your competitors;
- Tour operators that offer your product in another destination. You might be able to convince tour operators to add your destination to their current offering;
- Tour operators that offer similar products for your destination. If you are operating in sailing tourism, for instance, you could target tour operators that sell activities in other water sports or even have a diverse offering in sun and beach tourism.

Wildlife watching and bird watching. Wildlife watching is the second-largest niche market and is the largest in most sub-Saharan African countries. Within wildlife watching, there are different target groups. Most European travellers enjoy seeing

animals such as the Big 5. However, lesser-known animals are also interesting for wildlife travellers, especially wildlife enthusiasts. Wildlife enthusiasts usually have specific interests and are keen on learning a lot about local wildlife. Expertise and knowledge are therefore very important when attracting wildlife enthusiasts.

Specialist niches within birdwatching are hardcore birding, enthusiastic birding and casual birding. Hardcore birders have very different demands compared to enthusiastic and casual birders. While hardcore birders travel for the sole purpose of birding, enthusiastic and casual birders are also interested in other activities. This niche market requires a lot of expertise and knowledge about local birds and birdwatching.

Provide nesting sites, feeders and hides and make sure there are fresh water sources that attract birds. This will optimise the likelihood of spotting birds. Avoid disturbing the birds, as it will frighten them off and will put off birdwatchers, as they find it very important to treat wildlife well.

The United Kingdom and Germany offer the main source markets for wildlife watching and bird watching.

Walking tourism. Walking tourism is the third most offered niche market by tour operators and can be divided into several specialist niches: Nordic walking, long-distance walking and hiking/trekking. Specific passion groups are walking charity events, coastal walking and walking on volcanos. For most target groups, walking could be an interesting add-on to your current services. You could also offer a specific hike for a specialist target group.

Some examples:

- Offer a few days' hike along local villages including a homestay for a Generation Y or Z target group interested in community-based tourism.
- Organise a 1-hour trip with a guide for a multigenerational target group to add an activity suitable for everybody.
- Organise a coastal walk to diversify your sun and beach offering.

Ecotourism. Ecotourism refers to an environmentally based tourism experience. These trips have low impact on the natural environment and help preserve the local

environment or benefit the local community and economy. Specialist niche markets within this niche are agritourism, rural tourism, dark sky tourism and camping.

Europeans tend to be aware of their possible impact on the climate and the environment. Europe is therefore the largest market for sustainable tourism and is even expected to have a 51% market share in the segment. Among European retailers, 85% have reported increased sales on sustainable products in the past 5 years. Especially French and Dutch retailers report that they have seen increased popularity concerning sustainability.

COVID-19 has increased sustainable awareness. People are looking to give back to local communities and decrease their environmental footprint. This brings many opportunities for the ecotourism market. Immersion in the local culture and participating in outdoor activities is very appealing to many Europeans.

Adventure tourism. Adventure tourists are adventurous people and are eager to undertake unique and extreme activities. These tourists are likely to be among the first tourists to discover or rediscover remote and long-haul destinations. Moreover, adventure tourists are usually more loyal to their tour operator. This is because they trust their tour operators more compared to other tourist segments. If a tour operator considers a destination safe and border restrictions allow it, these tourists will go.

The adventure tourism market is expected to recover at a faster pace than other tourism markets. It is even estimated that travel spending on this segment in 2021 will be close to the pre-COVID-19 level, with only 7% less than in 2019. Most adventure tourism activities are outdoors and at a safe social distance. This makes it desirable for people to undertake this kind of holiday post-lockdown. Especially 18-to-24-year-olds are eager to go on adventure holidays, especially after COVID-19 travel restrictions. These holidays usually include a once-in-a-lifetime or bucket list experience.

Most European tour operators offer services related to 1 or more niche markets within adventure tourism. This includes niche markets that have a crossover with segments of nature tourism or cultural tourism, like wildlife watching, walking and many more.

Table 3

**Percentage of European tour operators active in a primary adventure
tourism niche market**

Niche market	Definition	Percentage of European tour operators active in this niche
Adventure tourism trip	Adventure tourism holidays are characterised by adventure activities, the natural environment and cultural experiences.	32.3%
Adrenaline (hard adventure)	Adrenaline activities refer to hard adventure activities which require a high level of expertise to take part in and usually involve an element of personal risk.	10.4%
SAVE	SAVE tourism includes 4 major travel profiles: Scientific, Academic, Volunteering and Educational. The sector is characterised by the acquisition of knowledge for personal or professional reasons, and volunteering is the most common link between all 4 profiles.	5.4%

**Source: created by the author based on [11].*

Adventure tourism trip. The most popular niche market within the adventure tourism segment is the adventure tourism trip. Adventure tourism trips are characterised by adventure activities, the natural environment and cultural experiences. Adventure tourism trips are distinguished by their diverse offering, can include activities such as walking and cycling and mostly offer a combination of nature and culture. An adventure tourism trip could include visiting a city on the day of arrival, cycling through nature and spending the following night in a homestay in a small village, from where activities are initiated such as wildlife watching, fishing and getting in contact with locals.

The United Kingdom and Germany offer the largest markets for adventure tourism trips, followed by France, Italy and Spain. Within those countries, your ideal target market depends on your offering. Generation Y and Z tourists offer opportunities, because they are the most eager to explore, the most open to new activities and the most eager to join physical activities. They will be the most open to very active holidays, especially if they are without children. Generation X will have more money to spend, and European baby boomers are still very active despite their old age.

Cultural tourism. Cultural tourism refers to travel where tourists want to learn about the destination's culture. The trip will include tangible and intangible features of a country's history, heritage, culture, lifestyle, art, architecture or religion.

Table 4

**Percentage of European tour operators active in a primary cultural tourism
niche market**

Niche market	Definition	Percentage of European tour operators active in this niche
Intangible culture	Intangible cultural heritage refers to experiencing the living culture of local people, such as attending music festivals.	51.6%
Tangible (Built) heritage	Tangible (built) heritage refers to visits to cultural attractions that involve built heritage, such as a museum, or a man-made architectural structure, such as the pyramids.	50.5%
City breaks	City breaks refer to short break travel in town/city destinations and involve cultural activities around tangible, intangible and food and drink activities, both during the day and at night.	30.5%
Food & wine	Food tourism refers to people that like to experience culture through its cuisine. It is sometimes referred to as culinary tourism or gastronomy tourism. Wine and other beverages are often included.	25.1%
CBT	Community-based tourism (CBT) refers to tourism experiences hosted and managed by local communities. This directly benefits the local community and its economy. The trips are sustainable and responsible.	21.1%
Religious/spiritual	Religious and spiritual tourism refers to travel for religious or spiritual purposes, such as undertaking a pilgrimage and visiting sacred sites.	5.4%

**Source: created by the author based on [11].*

Tangible (built) heritage and intangible cultural heritage. Tangible (built) heritage refers to visits to cultural attractions that involve built heritage. Museums and man-made architectural structures such as pyramids are examples of tangible heritage. Interesting specialist niche markets are museums, art galleries, historic properties, places of worship, architectural tourism and other visitor attractions.

Intangible cultural heritage refers to experiencing the living culture of local people. Attending music festivals is an example of intangible cultural heritage. This niche

market can be divided into the specialist niches music festivals and events, films, DNA/genealogy, battlefield tourism, dark tourism and other festivals/events.

Creating attractive descriptions of all tangible and intangible cultural sites in the area is an easy way to create content for your website. This also increases the likelihood of people finding your website via search engines, and it makes your accommodation or organised trip more attractive as well.

The tangible and intangible culture niche markets both mostly take place in urban settings and are expected to recover at a slower rate. People want to avoid overcrowded places in the near future because of the threat of COVID-19 infection. Therefore, tangible and intangible tourism mainly offer opportunities in the long run. It is important to pay extra attention to COVID-19 measures and apply them. For example, make sure there is enough space and hand sanitiser and make sure social distancing can be adhered to.

Wellness tourism. The overall wellness of Europeans has decreased because of the impact of COVID-19. This can only partially be explained by economic reasons such as loss of income and decreased job security. Many Europeans feel less satisfied with their health and their relationships with others, leading to feelings of loneliness, stress and depression. Therefore, many Europeans want to focus on their mental and physical wellness during their holiday. Wellness tourism is expected to grow with an annual growth rate of 7%, to \$1.1 trillion globally by 2028.

Examples of wellness holidays are:

- Yoga or meditation retreats, fully focussing on mental wellness;
- Luxurious sun and beach trips, focussing on relaxation, combined with culinary activities, beauty treatment and massages;
- Escape to nature trips, combining a digital detox with exploration and enjoying nature;
- Sports trips, combining physical activities and working on your health with healthy food and the opportunity of meeting new people.

1.3 MARKETING CHANNELS OF COMMUNICATION IN RURAL GREEN TOURISM OF THE EUROPEAN MARKET

Green tourism is not a very clear concept in Ukrainian realities, but for the countries of the European region, it is already commonplace and a way of life. It can be classified as non-traditional form of tourism, which became an example of the growing ecological savvy of the population. Along with this, it activates changes in the socio-economic life of the rural population, namely: the growth of rural employment, development rural infrastructure, obtaining stable and significant incomes of villagers, strengthening the rural budget settlements That is why this issue is quite relevant and requires further, more detailed study.

Green tourism is also called rural or ecological tourism, and in Europe the name is still common "slow". Green tourism is oriented towards the development of rural areas, assistance to its population, and not a less important factor is the rapprochement of man with nature, knowledge of the surrounding world, familiarization with problems of rural areas, adoption of new cultural values.

Each country has its own interpretation of the concept of green tourism, but it is worth paying attention to definition of the International Society of Ecotourism, because it outlines all its aspects: "Ecological tourism consists in responsible travel to natural areas, which ensures the preservation of the natural environment, supports the well-being of the local population, and also contributes to the education of tourists" [5].

What became the prerequisite for such an active development of rural tourism? There are several reasons for this active growth. The first crisis in the agricultural sector became one of the main ones.

The largest number of villagers and the largest the amount of territory with a rural structure is in such countries as Great Britain, Portugal and Switzerland, where the population of rural areas can reach 10,000 people. And the smallest are rural settlements are observed in Denmark and Norway, where a settlement of up to 200 people is considered a village. Despite by all these indicators, a rural area is a small settlement with a low population density.

The rapid urbanization of the nineteenth and twentieth centuries gave birth to new social structures, distinctive from "traditional" societies in the countryside. Preservation of the old way of life and thinking is important for preservation of rural "character" and it is precisely this in combination with scenic values and opportunities recreation in rural areas attracts tourists from urban areas.

The first place in the introduction of green tourism as part of international tourism belongs to France and Switzerland, where in the 18th century the first guest houses-chalets for service appear in the Alps expeditions of British nature-loving tourists. And surprisingly, the leader in the supply and demand of rural tourism for a long time it was considered France, where as early as 1951 an organization was created that offered shelter in villages under vacation time A few years later, the National Federation for the Development of Rural Tourism was founded [1].

The first place in the popularity of rural tourism passed from France to the Netherlands, where the number of rural tourists is 39%, in Denmark – 35%, Germany – 34%, Great Britain, France and Portugal – 29%, Spain and Ireland – 27%. Most countries define rural tourism as the main one in the direction of protection and reproduction of national rural landscapes, that is why this type of tourism is encouraged at the national level and is considered as a component of the Integrated Social and Economic Development Program village It can become the main lever for the upliftment of rural areas. European Bank for Reconstruction and development, make a series of calculations that indicate that the arrangement in the city of a native of the countryside 20 times more expensive than creating conditions for his life and work in the village, as well as the fact that the income from one bed is equivalent to the annual income of a farmer from one cow [6, p. 31].

This became especially noticeable during the pandemic, when the governments of the countries try in every way to support small and medium-sized businesses, as well as agriculture and tourism industry. This was manifested in the creation of special support funds, additional capital investments in industry, tax holidays and guaranteed loans.

In Europe, the practice of analyzing the tourism sector using the distribution indicator is widespread of nights that tourists spent in places of accommodation. Annually, Eurostat submits analytical data based on number of nights spent in the place of stay by degree of urbanization. Over the past few years, this indicator has been fairly balanced, with about a third of the total falling into each category: 33.7% in cities, 33.4% in cities and suburbs, and 32.9% in rural areas. Based on these data, you can conclude that they were mainly rural tourists [8].

Green tourism is actively developing in Poland, the Czech Republic, Finland, Switzerland, Belgium, Sweden and others countries. According to experts' estimates, green tourism is associated with 0.5 to 0.9 million jobs, including services tourists in Europe can be provided with more than 2 million places in country estates [2].

Germany, France, the Netherlands, Belgium, Poland and the Czech Republic have the largest percentage of trips where rest in nature is the main motive. It is not surprising that among these countries there are two fairly young EU members, Poland and the Czech Republic, which successfully adopted the experience of green tourism and implemented it in their economy for support and development of rural areas. These six countries are considered the most relevant markets ecotourism services in Europe.

At the current stage, all national organizations of rural tourism and agritourism in European countries are at the end 1990s pp. united in the European Federation of Farming and Rural Tourism (European Federation for Farm and Village Tourism), the abbreviated name of the federation is "EuroGites". The main goals of this organization are: popularize recreation in rural areas, introduce principles, promote green development tourism and implement targeted investment in rural tourism development projects. Each of the European countries has its own characteristics of organizing green tourism. In Italy, green tourism means traditional cooking mozzarella, pasta, cheese making, as well as the viticulture process, vine care, cultivation of grape snails and resort tourism. In Austria, green tourism includes harvesting activities herbs, preparation of dairy products, active mountain and eco-recreation. In Finland under the green tourism rest on the shores of protected lakes and rivers is understood. In Spain, green tourism is particularly developed. In the Canary and Balearic Islands, that is,

recreational tourism, but along with it, gastronomic tourism is popular travel and animal care. An interesting fact is that in Hungary the national specialty is horse riding tourism, in Romania ethnographic and ecological tourism, but in Poland green tourism is not related to traditions of the country.

The organization of rural tourism vividly reflects how different cultural values and customs are. To for example, in France, the organization of recreational services in rural areas is regulated by the National organization of holiday homes and green tourism (Maison des Gites de France et du Tourisme Vert). The main one is her the goal is to offer tourists agro-residences for every taste and type of recreation, which are certified according to high national service standards and. It is worth noting that rural tourism is endowed with special national charm and rich gastronomic traditions, as for the houses, they look much more comfortable than in Northern Europe, and each region has its own unique charm.

Gradually, such organizations were registered in other Western European countries. Today in the countries of the West and In Central Europe, you can observe a sign of competition in the field of green tourism, where some countries broke forward, and the others gave up their positions a little.

Farming gradually began to be replaced by agribusiness, and mechanization and modernization are changing the picture rural reality. In many rural regions of Europe, agriculture has ceased to exist the most important form of land use and the most important form of activity of the village community.

Rural tourism perfectly suits the trend of European travellers seeking authentic, unique experiences and local lifestyles. European rural travellers want to experience natural, unspoiled landscapes and stay in authentic accommodation. Rural communities in developing countries often have great resources to offer such experiences. Cultural experiences and interaction with locals are increasingly popular, as well as agritourism and farm stays.

Rural tourism has many definitions. In this study, rural tourism refers to trips where the main motive is to enjoy: rural areas, rural communities, rural experiences.

Rural tourism aims to include and benefit rural communities, while preserving their environmental and cultural assets. It brings economic development to rural areas by creating additional income and employment. Tourism development can also improve the social wellbeing in rural areas, for example by stimulating improvements in infrastructure, sanitation and electricity networks.

It is closely related to: nature and eco tourism, adventure tourism, community-based tourism, cultural and heritage tourism.

Rural travellers participate in activities, lifestyles and traditions of rural communities. This way they get a personalised experience of the countryside. They usually rent rural accommodation, which they can combine with (rural) activities and attractions, preferably using the local social, cultural and natural resources.

Examples of rural accommodation are a: campground or tent, community lodge, family-run guesthouse, farm, local family or homestay, rural bed & breakfast or small hotel.

Common activities include: animal observation, boat trips, using cycling or walking trail, horse riding, tours (e.g. village, coffee, tea or wine tours), workshops (e.g. cooking or handicraft).

Popular attractions include: archaeological or heritage sites, cultural centres or museums, cultural, gastronomic, heritage and other routes/trails, landscape sceneries or wildlife sanctuaries, local agricultural or craft organisations, markets.

Health and safety measures. Health and safety are important to European rural travellers. They often inquire about the safety of their destination. Vehicles and accommodation also have to be safe. Guides should have good local knowledge. They must know which places are safe to visit and which are not.

Political stability. Safety is important to European travellers, especially because some developing countries are politically unstable. Most commercial tour operators do not offer holidays to countries that their Ministry of Foreign Affairs has declared unsafe. This has previously led to a drop in tourism arrivals in countries such as Mali, Egypt and Kenya.

Rural experiences. Rural travellers are interested in authentic, rural experiences. They like places and activities that are entertaining as well as educational. These should reflect the unique character of the area, its rural qualities and its heritage.

Unspoiled landscapes and sustainability. The main reason for a rural holiday is to enjoy the quality of natural, unspoiled landscapes. This is often more important to rural travellers than the level of facilities.

Quality. European travellers are price-conscious. However, rural long-haul travellers are generally from higher socioeconomic groups. They are willing to pay more if they get a quality experience. Quality is generally more important to them than price. In this context, quality includes such things as authentic experiences, good organisation, hospitable staff, experienced guides and safety.

Authentic accommodation. Rural travellers are looking for a wide variety of accommodation types within a broad price range, from campsites to rural hotels. They like authentic, small-scale accommodation run by local people, preferably reflecting the authentic rural heritage of the area. Freedom and flexibility are also important, especially for families.

Recreational and soft adventure activities. Rural travellers like to participate in recreational activities such as walking and cycling. Other soft adventure activities are also becoming popular, such as horse riding or canoeing. Sleeping in a safari tent, for example, offers an authentic experience for families with children.

Accessibility. In rural areas, accessibility can be a challenge. There is often a lack of good roads and public transport. Unclear and inadequate signs are a common complaint from rural travellers. You need clear signposting at the start of a trail or route, as well as regular road signs, including a plan for checking and maintenance.

Traveller profile. Rural travellers are generally: highly educated, well-travelled, from higher socioeconomic groups.

They can roughly be divided into three main segments:

Older generations. Rural tourism is especially popular among Europe's relatively large older age group of 50–70. They have more free time and money than other groups. Often their children have moved out, or they are entering retirement. These are usually

experienced travellers that enjoy rural, quiet environments and look for new experiences. They want high value for money and are willing to pay more for authentic experiences. Older travellers generally seek higher levels of comfort than younger groups.

Younger travellers. Younger rural travellers are the second largest segment. They have often travelled as children and/or studied abroad. This group is interested in exploring new destinations further away. There are two groups of younger travellers.

High income, little time. These are young professionals with high incomes but limited time to travel. They are mostly between 31–44 years old and often travel in couples, although there is also a singles market in this age group. These travellers are looking for unusual “once in a lifetime” experiences and want to fit as much into their holiday as possible. Comfort is important to them.

Smaller daily budgets, extensive time. This group is mostly between 18–30 years old and includes, for example, backpackers and gap year travellers. Their daily budgets are small but they travel over extended periods of time. These travellers choose cheaper accommodation. They want to engage with local communities and experience local life. Some are interested in volunteer work on community or conservation projects. However this so-called voluntourism also poses risks, for example to local children and wildlife.

Families. Family travel is a large, growing segment. It includes parents and grandparents with children or grandchildren, or sometimes several generations travelling together. Rural tourism is popular among families. In Germany, for example, families are one of the largest market segments for rural tourism. Families are becoming more quality-conscious and price-conscious. They want good facilities and wish to balance safety and fun. Families like rural holidays to combine fun and excitement with cultural enrichment and higher-end experiences.

European travellers increasingly include elements from the local culture in their holidays. They are looking for experiences, rather than going sightseeing. During these experiences, they like to interact with local people. Many developing countries have

interesting rural areas with their own cultures and traditions. This offers opportunities for rural tourism providers.

European rural travellers increasingly research and plan their trip online. To gather information and share experiences they use:

- peer review sites, like TripAdvisor and Zoover.
- travel forums, like Lonely Planet's Thorn Tree forum.
- social media, like Instagram, Facebook, Twitter and YouTube.

Online research is a trend that has increased exponentially over the past years. Although growth has peaked, the use of internet to research tourism will continue to increase. It is predicted to remain the most important research channel for years to come.

Selecting smaller specialised tour operators. Smaller European tour operators specialised in your destination or in rural, nature, eco or community-based tourism offer the best opportunities.

You can identify relevant tour operators via trade associations, events and databases, such as:

- Agriterro – supports farmer organisations in developing countries, for instance in developing rural tourism.
- ECTAA – national associations of travel agents and tour operators per European country.
- European Alliance for Responsible Tourism and Hospitality (EARTH) – European network of member and partner organisations in responsible tourism.
- ITB – annual tourism trade event, March, Berlin.
- The International Ecotourism Society (TIES) – global network of ecotourism professionals and travellers that organises the Ecotourism and Sustainable Tourism Conference (search for members).
- World Travel Market – annual tourism trade event, November, London.

Generating direct sales. European rural travellers increasingly book their holidays directly with service providers at the destination. To increase your chances of direct sales you can promote your product on rural tourism websites/portals, such as All

Rural and Responsible Travel. Also consider developing your own national or regional rural tourism portal.

Travellers have many destinations and types of holiday to choose from. This makes tourism a relatively price-sensitive and competitive industry. The price of a long-haul trip consists of three dimensions:

1. The exchange rate between the currencies of the country of origin and the destination country.
2. The costs of transport to and from the destination country.
3. The price of goods and services the traveller consumes in the destination country.

European tour operators are not open about the purchasing prices of their tourism products. According to industry experts, their margins vary between 10–25%. Prices of holiday packages vary widely as they depend on a lot of factors, such as: availability, destination, modes of transport, period of travel, number of travellers, length of stay, type of accommodation, included activities.

Concluding the analysis of the European experience in the organization of rural tourism, we draw attention to new trends in its development associated with the process of globalization. Globalization in the field of tourism, first of all, involves the disappearance of any barriers in international tourist exchanges, the tourist "shrinking" of the globe thanks to the cheaper transcontinental air flights and the creation of a more or less homogeneous tourist infrastructure in terms of the level of service in all countries of the world, etc. Globalization in rural tourism and agritourism is gaining momentum, primarily due to the introduction of global data banks of the planet's agritourism offer and mechanisms of global electronic trade in these services.

In modern realities, green tourism is beginning to gain momentum. Of course, it will pass it is still a long time until it reaches at least half of the tourist flows belonging to traditional tourism.

But from the events of the last two years, we see that this direction is quite promising and deserves attention, because it combines the development of the countryside, the increase in the income of the local population, and improvement

infrastructure and the involvement of city residents in history and cultural values in the countryside.

Globalization provides an opportunity for the development of various types of tourism, including medical and health tourism. Medical tourism is one of the important factors in the development of the health care sector, replenishment of the state budget, attraction of foreign investments and creation of a positive image of the country.

Medical tourism is an activity related to the organization of medical care for patients far away from their place of permanent residence. Moreover, patients can travel to medical institutions both within the country (domestic medical tourism) and far abroad (international medical tourism).

Many "medical tourists" take advantage of the opportunity to combine medical care with rest at resorts, health centers, SPAs, and wellness centers. Every year, medical and wellness tourism is gaining more and more popularity, especially among residents of the USA, Canada, and Western European countries. For example, in the US, the number of people who do not have full health insurance exceeds 50 million people. In the majority of the population, health insurance does not cover the treatment of chronic diseases, operations, full dental treatment and prosthetics. Therefore, many Americans prefer to undergo these types of treatment abroad.

Despite the fact that citizens of Canada, Great Britain, Sweden, the state covers up to 90% of the cost of medical services, in order to get to the necessary medical specialist or for a scheduled diagnostic procedure (for example, ultrasound diagnostics), sometimes you have to wait several months. The average waiting period for planned surgical intervention in these countries is about two years. Therefore, patients often choose medical institutions in Asian and Eastern European countries, where they can get the necessary medical services immediately and even in more comfortable conditions than in the Motherland.

Often, patients are simply forced to engage in international medical tourism because they cannot receive certain medical services in their country due to regulatory prohibitions and restrictions. Many patients with infertility problems from Italy, Germany, and Scandinavian countries go to clinics in Ukraine and India for the use of

certain methods of assisted reproductive technologies (surrogate motherhood, oocyte donation).

Residents of Ukraine have also discovered medical tourism for themselves. Today, trips by Ukrainians for treatment and diagnosis to medical facilities in Western Europe, the USA, Israel, or Turkey have become quite common.

Almost 1 million foreigners visit Turkey every year, spending about 10 billion dollars on treatment. Advertising and sales of services are handled by a special agency, to which the state allocates funds for advertising and pays bonuses. A separate department for the development of medical tourism has been established in the Ministry of Health of Turkey. The Ministry has concluded agreements with a number of countries that constantly refer patients to Turkish medical facilities.

In recent years, Ukraine has been actively participating in the development of medical tourism at the global level. When the Global Healthcare Travel Council was established in 2013, Ukraine became one of the founding countries. Currently, the Global Healthcare Travel Council includes specialized associations of 56 countries [7].

CHAPTER 2. WAYS OF FORMING THE TOURIST IMAGE OF UKRAINE: GLOBAL EXPERIENCE AND IMPLEMENTATION PROSPECTS

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2.1 TOURIST IMAGE AS A SOURCE OF COMPETITIVENESS OF THE REGION

Today, every country strives to develop and at the same time takes into account the paradigms of socio-economic development. Each enterprise that works in the tourism business contributes a certain share to the development of the country and forms the development of competitive advantages at all levels of management - macro-, meso- and micro-levels [15].

The competitiveness of the region largely depends on a number of factors, namely on the level of development of material production, non-manufacturing sphere, and including on such an important socio-humanitarian branch as recreation and tourism. Therefore, in order to change the situation for the better, it is necessary to improve the mechanisms for regulating economic activity, taking into account the experience of countries with a developed tourism industry, forming new socio-economic approaches to the development strategy of the national tourist complex and the management system of tourist processes at both the state and regional levels.

Despite the large number of developments in the field of tourism, the object of most scientific research is individual enterprises, types of tourist services, tourist areas, and not TRTP as a whole system permeated with a large number of economic relationships, the competitiveness of which is formed as a result of the action of the entire spectrum economic, social, military-political, in particular in Ukraine during the "military conflict", environmental, spatial and other factors.

The question of the formation of competitive advantages affecting the image in the tourism business is addressed by many scientists, among them the works of A. Amosha, L. Antoyuk, L. Vasylykevich, I. Golovchan, L. Hryniv, O. Gulych, A. Hukalyuk, Ya. Dubenyuk, I. Zhuk, N. Kindrachuk, O. Kovalyuk, V. Kravtsiv, S. Lobozyńska, R. Magiyovych, M. Makarenko, I. Markina, M. Malska, N. Melnyk, I. Mykhasyuk, T.

Moiseyenko, V. Motolysh, O. Palamarchuk, A. Panasiuk, O. Pylypyak, E. Popova, Zh. Poplavska, V. Rudenko, D. Stechenko, E. Falko, O. Farat, A. Khoronzhiy, A. Tsegelnyk, L. Shevchuk, V. Shimanska, S. Shkarlet and a number of others.

It is important to understand the impact of the image in the tourism business on the competitiveness of enterprises. Today, tourism business for countries is important for economic development. The competitiveness of Ukraine on the European market of tourist services means the possibility of ensuring the production of such a tourist product that will be able to compete in the established environment of the European market [17].

In general, the word image comes from the English "image", which, in turn, comes from the Latin "imago", which means "image", "statue (idol)", "likeness", "metaphor", "icon". At the same time, it is most often used in the sense of "image".

If under the image we understand the ideas formed in the individual and mass consciousness. The image in the economic sphere is a category that consists of a relationship to something and the ability to influence the behavior of other participants in the economic process.

Sometimes scientists define the image as a set of objective and subjective factors that allow, when mentioning the name, to immediately build a whole chain of associations in relation to this country (region).

The image of any tourist region is not permanent; perceptions of the region may change, especially under the influence of political and economic factors. Wars, natural disasters and man-made disasters significantly weaken the image of the region. In addition, they fix persistent negative stereotypes in the consumer's mind.

There are stages of image formation and manifestation (Fig. 2.1).

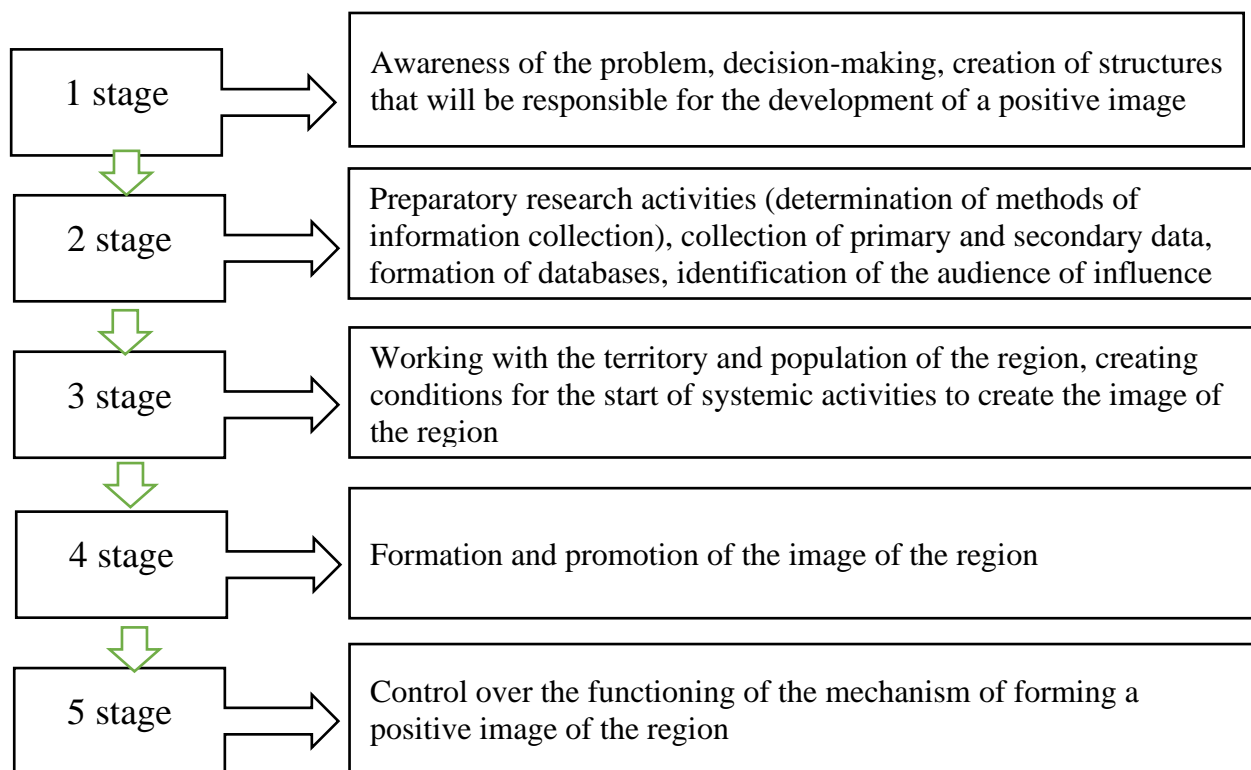


Figure 2.1 Stages of image formation and manifestation

*Source: compiled by the author based on [14-20]

Speaking about the tourist image, it is necessary to understand that it is a set of symbolically expressed emotional and rational ideas about the originality and specificity of the territory, formed in the minds of real and potential tourists. We can say that one of the main indicators of the region's attractiveness is its tourist image (for example, a high level of security, service, developed infrastructure, cultural heritage, etc.).

There are principles of tourist image [18]:

1. Representation of not only natural but also historical and cultural monuments.
2. Formation of material and spiritual values.
3. Each region has its own basic image and provides image representation of the region.
4. The central place in the tourist image should be occupied by symbols that are responsible for its individualization and uniqueness.

5. An important methodological imperative of the tourist image should be achievements in various spheres of life.

6. The tourist image should be considered as a mechanism for the implementation of cultural export, which allows creating certain loyalty groups with a corresponding positive perception of it.

Despite the significant tourist potential, Ukraine today is inferior to European countries in many indicators of the competitiveness of tourist services, but primarily in the fact that there is a war in the country. Our state is practically uncompetitive, which is caused, first of all, by insufficient development of tourism and service infrastructure, ineffectiveness of state policy; lack of formed attractive tourist image of the country.

To conduct an analysis of the tourist image, it is necessary to understand the key factors of the image (Table 2.1).

Table 2.1

Characterization of the key factors influencing the image

№ І\п	Name of the factor	Characteristic
<i>External factors/factors of the macroenvironment</i>		
1	Image	General image of the country, a complex of ideas and opinions about the country, based on the main spheres of its life activity
2	Attractive	Cultural heritage of the region, nature reserves
3	Historical-geographic	Spatio-temporal characteristics of the country, its geographical position and participation in world historical events
4	Political	The general political situation in the country and its strategic directions of development, relation to the development of the tourism industry
5	Economic	The level of economic development of the country, the general level of income of citizens, the level of prices, taxes
6	Environmental	Cleanliness of tourist areas, well-kept territory
7	Technological factors	State of the economy, life support system
8	International relations	The nature of the country's relations with neighboring states and other countries of the world, participation in international organizations, events, etc.
9	Social or socio-cultural	Mentality of the population, way and quality of life, customs and traditions, gastronomic preferences
<i>Internal factors / regional factors / microenvironmental factors</i>		
1	Recreational and touristic potential	A set of natural, cultural and historical, touristic resources capable of attracting target audiences (corresponds to the main factors and attractors according to J.I. Crouch)
2	Tourist infrastructure	Facilities that provide access to the use of the natural and recreational potential of the region

Continuation of table 2.1

3	Specialization of the region	Those spheres of activity of the region, which are recognized as promising and priority for development, where the attention of local authorities and financial capital are concentrated
4	The level of openness of the region	A complex factor that determines the openness and hospitality of local residents, openness of politics, accessibility to the main markets related to the tourism sphere, investment and innovation climate
5	Social factor	The set of psychophysical and socio-economic characteristics of people living in the region (mentality, their level and quality of life, general level of education, living conditions, attitude to tourists), as well as the characteristics of labor resources that ensure the functioning of the tourist infrastructure
6	Level and quality of management	This factor focuses on both the importance of the individual (representatives of the authorities who express the interests of the region at various levels), as well as those management decisions made by the regional administration on marketing, management, budget allocation, etc.
7	Security factor	At different levels and spheres of activity, starting with personal security, business security, political stability in the region
8	Emotional component	The factor responsible for the general impression of the region - mood, atmosphere, availability of an entertainment product, the ability to satisfy the needs of the tourist and his emotional expectations

*Source: compiled by the author based on [14-19]

Increasing the competitiveness of the tourism sector is important for the economy of our country. Achieving a high level of tourism and service infrastructure development is possible only if sufficient investments are attracted to the most attractive tourist destinations of the country.

The contribution of the tourist image to the region and the formation of its competitiveness is determined by its ability to activate the internal potential of the territory, not only material, but also semiotic.

The tourist image has a positive effect on the level of employment of the population, on consumer demand and the level of foreign exchange earnings. The tourism sector expands the volume of sales and increases the number of services in industries related to tourism (for example, housing, wholesale and retail trade, construction, transport, catering, etc.), the economy of the region thereby receives additional income. The image of the tourist area in this situation plays not the last role. An attractive image attracts new visitors and consumers to the territory, which create conditions for the economic and social growth of the region. The role of the tourist

image for the development of the national economy is difficult to overestimate, at the same time, the tourism industry has objective prerequisites for its development, formed on the basis of historical, geographical, cultural and economic factors.

The main thing in the tourist image is the formed image of a specific territorial-state entity, existing at the level of an individual or a group, which includes emotional, evaluative, cognitive components, is a relatively dynamic, associative, open social entity, which has a significant impact on the tourist activity of representatives of the target the audience

So, evaluating the Ukrainian tourist image, we can state several things, despite the very difficult situation in the country, Ukraine is gaining more and more popularity abroad, although not from the side of tourists. Taking into account this fact, we can say that after the end of the war in Ukraine, after a certain time, it will be possible to observe significant interest from tourists and investors. The development of the tourism industry in Ukraine under the conditions of globalization and European integration requires the actualization of types of tourism activities, implementation of integration with international leaders of the tourism industry, introduction of already existing world experience to satisfy the demand of consumers of the industry.

2.2 EVALUATION OF THE EFFECTIVENESS OF MEASURES TO IMPROVE THE MANAGEMENT OF ENTERPRISES IN THE TOURISM INDUSTRY IN THE CONDITIONS OF EUROPEAN INTEGRATION

The modern stage of the development of economic relations, in which globalization processes have covered all spheres of the world economy, has also covered the tourism industry. Today, tourism is an integral component of the economic potential in the world, which contributes to positive changes in socio-economic life. Until 2018, the tourism industry was the most promising industry, as it provides opportunities for creative and non-standard thinking. If earlier only the sights of a certain area were popular, today it is difficult to surprise a tourist with them. Traditional forms of tourist travel are being replaced by modern, new and extraordinary ones that allow to satisfy

the wishes and needs of almost all categories of travelers. But the coronavirus pandemic has caused a global crisis and caused significant damage to the tourism industry.

The trends in the development of the tourism industry were influenced not only by direct restrictions, such as the introduction of quarantine measures, closing borders, but also by indirect measures related to tourism: restaurant business, transportation, sanatorium treatment and medical services, etc. That is, the tourism industry interacts with many elements, when troubles in one of them can significantly affect the overall efficiency.

Ukraine in the modern conditions of the European integration process is going through an important stage in the modern market conditions. Integration processes already today have a significant impact on the development and construction of our state. The development of science and education, medicine and social security is accelerating, and general technological growth is taking place. Ukraine's entry into a single economic and political space with the EU in the future will enable Ukraine to become a powerful European state with a strong army, developed infrastructure, a center of scientific achievements, etc. [12].

European integration is a way to modernize Ukraine's economy, overcome backwardness in attracting technological innovations, guarantee the inflow of foreign investments and the latest technologies, create new jobs, increase the competitiveness of enterprises in both the production and service sectors, access to world markets, primarily the EU market [13]. Participation in the process of European integration is primarily a process of deep penetration of EU institutions (legislation, business norms and rules, best practices, etc.) into the Ukrainian economy. In this role, the EU acts mainly as a factor influencing internal processes.

Effective enterprise management is important in the European integration process. Enterprise management includes a number of directions: strategic management; planning; HR; production management; marketing management; financial management; investment management. In this work, we will consider some

management subsystems (planning, production management, finance), which, in our opinion, are relevant for today.

For effective planning of one's activities, a certain forecast, it is necessary to analyze both the external environment and the internal one. Having collected information, we will be able to make a correct forecast.

During 2021, more than 4 million foreigners visited Ukraine, which exceeded the similar indicator of 2020 by almost 26%. Among travelers, citizens of the United Arab Emirates spent the most — an average of \$2,220 per stay. Citizens of Saudi Arabia and Oman spent slightly less — \$1,500, Canadians — \$1,250, and travelers from the United States — \$1,125. [19]

On average, foreigners spent \$929 during their 7-9 day stay.

The main purpose of the trip of foreigners to our country in 2021 was vacation, leisure and recreation. At least, 29.5% of the surveyed respondents said so. Another 25.9% answered that they came to Ukraine on a business trip. 22.4% of respondents visited relatives and friends. 11.7% of foreigners came for treatment and recovery, but only 4% for shopping. Another 1.2% of travelers visited us in search of their own roots.

The level of loyalty of foreigners who visited Ukraine last year is quite high - 60%. Also, according to the research conducted by the state agency, the majority of foreigners — 36.5% — traveled in Ukraine as families. A little less — 35.4% alone. And 21.8% of travelers visited our country together with friends. 5.1% of foreigners visited us with colleagues, and 1.2% as part of tourist groups.

In 2021, the share of tourists coming from Asia, North America and other regions of the world increased. Accordingly, the share of tourists from Europe decreased in the overall structure. During the 3 quarters of 2021, Ukraine was visited by: [19]

- 70% of Europeans (79.2% for the same period in 2020)
- 25.5% of foreigners from Asian countries (17.7% for the same period in 2020)
- 3% of North American citizens (1.5% for the same period in 2020)
- 1.4% from African countries (0.7% for the same period in 2020)
- 0.6% of Oceania (0.7% for the same period in 2020)
- 0.2% of South America

In order to accelerate the pace of development and increase the efficiency of the tourism industry, it is necessary to solve certain problems that require state support and regulation. The main factors restraining the development of the tourism sector in Ukraine are: - shortcomings of regional regulation of the tourism industry; – lack of advertising information about Ukraine abroad; – insufficient level of qualification of tourism personnel; – the presence of a pandemic in the country and the world [14]. Everyone knows that the pandemic has affected the tourism industry. By the coronavirus pandemic In 2020, the tourism industry of Ukraine underpaid approximately 60 billion hryvnias. This information was reported by the head of the State Tourism Development Agency of Ukraine, Maryana Oleskiv, during the press conference "Assessment of the impact of COVID-19 on the hotel industry of Ukraine", which took place on January 20, 2021. The global losses of the tourism industry are estimated at about 800 billion dollars, including approximately 60 billion hryvnias are losses suffered by the tourism industry of Ukraine in 2020.

According to experts and international organizations, the crisis in the tourism industry related to the pandemic will last approximately until the end of 2023. This information was announced by the Minister of Culture and Information Policy Oleksandr Tkachenko during a speech at the forum "Ukraine 30. Corona virus: challenges and responses" [20].

According to official statistics, tourism does not occupy a significant place in the general economy of Ukraine, as it is about 3–4% of GDP [20], in contrast to European countries, where on average tourism accounts for 10% of GDP, and countries of the Asia-Pacific region, where this share reaches 50.2% [21]. Although, according to the latest calculations carried out by internal experts of international structures (WTO, UNWTO), the share of tourism in Ukraine is about 9% of GDP [20].

A decrease in the number of tourists visiting our country leads to the creation of a negative balance. The vast majority of Ukrainian tour operators focus their activities on the provision of outbound tours. At the same time, in most cases, they are not engaged in serving foreign tourists in our country and interacting with international tour operators [16]. Given these circumstances, the number of people going on holiday

abroad significantly exceeds the number of those visiting the country. This approach of conducting business in the industry has a very negative effect on the formation of the budget of our country.

The largest tour operators in Ukraine are shown in Figure 5.2.

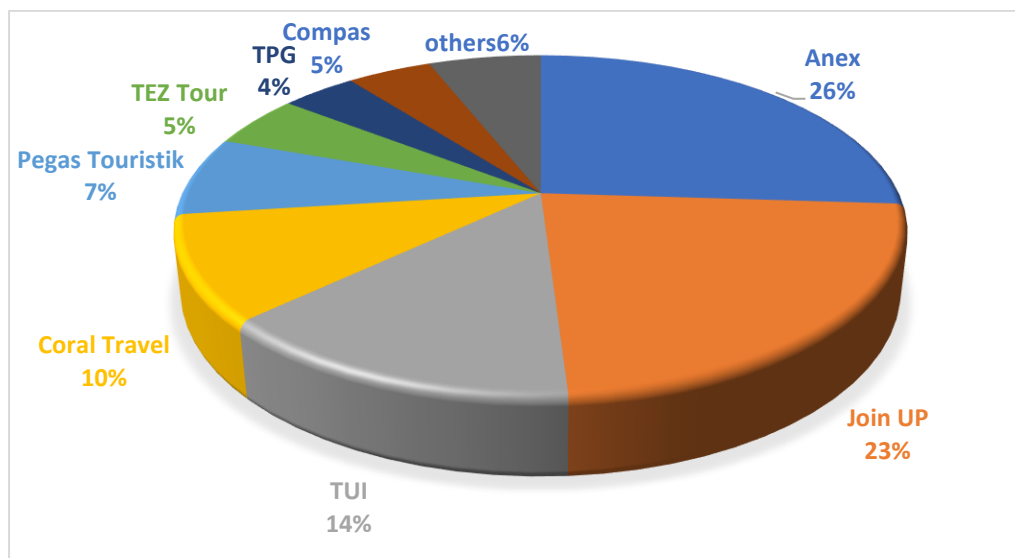


Figure 2.2 Market distribution among tour operators of Ukraine, 2021

*Source: compiled by the author based on [19]

Today, understanding the situation in the country, travel companies need to develop tours according to business tourism, event tourism and research tourism. Tours should be not only health-recreational, excursion, but also sports, professional-applied [19].

The management concept should become an action plan for the strategic planning of the development of the tourism industry and related sectors of the economy, with the appropriate adjustment of state tourism development programs. The main goals of the concept of managing the development of the tourist attractiveness of territories are to provide conditions for solving the problems of the development of the tourism industry in order to increase its competitiveness in local, regional and global contexts. At the moment, with the decrease in cases of the corona virus, it is necessary to attract funds for the advertising campaign of tourism business enterprises, both foreign and domestic tourism.

In order to adapt domestic tourism to European requirements, it is necessary not only to develop transport corridors and tourist infrastructure, but also to control the

quality of tourist services provided to the client, the range of tourist products competitive on the world market, to develop tourist regions, to develop ecological and rural (green) tourist zones tourism and tourist cities.

For effective management of a tourism industry enterprise in the conditions of the European integration process, it is necessary to forecast and plan one's activities. As an example of the forecast, the tourist enterprise "Zamryi" LLC was chosen. Taking into account the fact that the company has a high level of professionalism of employees, an established flow of finances for the provision of tourist services, we propose to investigate the purchasing activity of consumers, which is used by many enterprises of the European integration process. To predict the efficiency of the activity, we will use autoregression models that help determine the presence of autocorrelation dependence with n-lags of delay in the purchasing activity of consumers of tourist services. We use the Durbin-Watson d_p criterion. [17]:

(2.1)

$$d_p = \frac{\sum_{t=1}^{n-1} (y_{t-1} - y_t)^2}{\sum_{t=1}^n y_t^2}$$

where y_{t-1} - is the indicator in the previous period;

y_t - is an indicator in the reporting period.

Empirical values are compared with tabular upper d_v and lower d_n limits of the criterion:

$d_p d_v < d_n$ - the series contains autocorrelation;

$d_p > d_v$ - the series does not contain autocorrelation;

$d_n < d_p < d_v$ - further research is needed.

For the calculation, we will take indicators from the company's financial statements. All necessary calculations were made in Excel (Fig. 2.3).

1	yt	yt-1	(yt-1 - yt)^2	yt^2	yt
2	35645	35340	93025	1270566025	1
3	36448	35645	644809	1328456704	1
4	35840	36448	369664	1284505600	1
5	25742	25840	9604	662650564	1
6	45587	45742	24025	2078174569	2
7	45220	45587	134689	2044848400	2
8	45286	45220	4356	2050821796	2
9	35036	35286	62500	1227521296	1
10	35309	35036	74529	1246725481	1
11	340113	340144	1417201	1,3194E+10	:
12					
13	0,0001		ytcp	37790,3333	
14	0,88		yt-1cp	37793,7778	
15	1,32		RI=1	0,99799651	
16			tp	41,7337686	

Figure 2.3 Calculation of indicators for testing the hypothesis of the presence of autocorrelation dependence

*Source: compiled by the author based on financial reporting

Fig. 2.4 shows that $d_p < d_n$ ($0.0051 < 0.88$), therefore, the hypothesis of the presence of autocorrelation is not rejected. Next, we will check the significance of the determined data according to the Student's t_p criterion.

	B	C	D	E	F	G	H	I
1	yt	yt-1	(yt-1 - yt)^2	yt^2	yt x yt-1	(yt - ytcp)^2	(yt-1 - yt-1cp)^2	yt-1^2
2	35645	35340	93025	1270566025	1259694300	4602455,11	6021025,383	1248915600
3	36448	35645	644809	1328456704	1299188960	1801858,78	4617245,938	1270566025
4	35840	36448	369664	1284505600	1306296320	3803800,11	1811117,827	1328456704
5	25742	25840	9604	662650564	665173280	145162336	142892803,2	667705600
6	45587	45742	24025	2078174569	2085240554	6078801,1	63174236,49	2092330564
7	45220	45587	134689	2044848400	2061444140	55199946,8	60734312,6	2078174569
8	45286	45220	4356	2050821796	2047832920	56185018,8	55148776,49	2044848400
9	35036	35286	62500	1227521296	1236280296	7586352,11	6288949,383	1245101796
10	35309	35036	74529	1246725481	1237086124	6157015,11	7605338,272	1227521296
11	340113	340144	1417201	1,3194E+10	1,3198E+10	341286794	348293805,6	1,3204E+10
12								
13	0,0001		ytcp	37790,3333				
14	0,88		yt-1cp	37793,7778				
15	1,32		RI=1	0,99799651				

Figure 2.4 Calculation of the pairwise autocorrelation coefficient for the first lag

*Source: compiled by the author based on financial reporting

Testing the hypothesis about the presence of autocorrelation with a lag of one step, that is, when $l=1$. For this, the pairwise autocorrelation coefficient is calculated (Fig. 4.5). We check its statistical reliability using Student's t -test [21]. Empirical values are compared with tabular t_a with the number of degrees of freedom $m=n-l-2$ and the given level of statistical reliability.

	A	B	C	D	E	F	G	H	I
1	t	yt	yt-1	(yt-1 - yt)^2	yt^2	yt x yt-1	(yt - ytcp)^2	(yt-1 - ytcp)^2	yt-1^2
2	2	35645	35340	93025	1270566025	1259694300	4602455,1	6021025,383	1248915600
3	3	36448	35645	644809	1328456704	1299188960	1801858,8	4617245,938	1270566025
4	4	35840	36448	369664	1284505600	1306296320	3803800,1	1811117,827	1328456704
5	5	25742	25840	9604	662650564	665173280	145162336	142892803,2	667705600
6	6	45587	45742	24025	2078174569	2085240554	60788011	63174236,49	2092330564
7	7	45220	45587	134689	2044848400	2061444140	55199947	60734312,6	2078174569
8	8	45286	45220	4356	2050821796	2047832920	56185019	55148776,49	2044848400
9	9	35036	35286	62500	1227521296	1236280296	7586352,1	6288949,383	1245101796
10	10	35309	35036	74529	1246725481	1237086124	6157015,1	7605338,272	1227521296
11	Всего		340113	340144	1417201	13194270435	13198236894	341286794	13203620554
12									
13	dp		0,0001		ytcp	37790,33333			
14	dh		0,88		yt-1cp	37793,77778			
15	ds		1,32		RI=1	0,997996515			
16					tp	41,73376864			
17	Conclusions:	dp<dh, hypotheses about the presence of autocorrelation is not turned off			ttabl	2,364624252			

Figure 2.5. Calculation of the statistical reliability of the paired autocorrelation coefficient with a lag of 1 step

*Source: compiled by the author based on financial reporting

As we can see, $t_p < t_a$, therefore, the hypothesis about the presence of autocorrelation with a lag of 1 step was not confirmed, for this we similarly calculate the paired autocorrelation coefficient for a lag of 2 steps $R_{I=2}$. But in three steps, to determine with what periodicity it is necessary to analyze and calculate the efficiency of the enterprise.

The hypothesis of the presence of autocorrelation with a lag of 3 steps (3 quarters) is confirmed, then it is necessary to calculate a 3-factor autoregressive model of the following form (2) [17]:

(2.2)

$$\hat{y}_t = a_0 + a_1 \times y_{t-1} + a_2 \times y_{t-2} + a_3 \times y_{t-3}$$

For the calculation, we will use the Excel program for MNK (Fig. 5.6).

	F	G	H	I	J	K	L	M	N
Regression statistics									
Multiple R		0,9390163							
R-square		0,8817516							
Rated R-square		0,81080257							
standard error monitoring		184,264592							
		9							
variance analysis									
	df	SS	MS	F	F1				
regression	3	1265915,69	421971,897	12,4279572	0,00937164				
balance	5	169767,199	33953,4398						
total	8	1435682,89							
	factors	standard error	t-statistics	P-Value	Bottom 95%	Top 95%	Bottom 95%	Top 95%	
Y-intersection	2571,00326	887,330074	2,89745985	0,03389083	290,048692	4851,95783	290,048692	4851,95783	
Variable X 1	0,57565482	0,1697117	3,39195709	0,01941996	0,13939699	1,01191265	0,13939699	1,01191265	
Variable X 2	0,11114708	0,04834054	2,29925211	0,06983765	-0,0131162	0,23541039	-0,0131162	0,23541039	
Variable X 3	-0,1754769	0,03492493	-5,0244015	0,00401998	-0,2652543	-0,0856995	-0,2652543	-0,0856995	

Figure 5.6 Calculation of the equation of the autoregression model for the purchasing activity of a tourist firm

*Source: compiled by the author based on financial reporting

The equation of the autoregressive model will look like this: $\hat{y}_t = 2571 + 0,511 \times y_{t-3}$

We check its statistical accuracy based on the relative error of approximation ε_{vidn} , which should be less than 15%, as this proves the statistical accuracy of model (3) [16, p. 74].

$$\varepsilon_{vidn} = \left(\sum_{t=3}^n \frac{|y_t - \hat{y}_t|}{y_t} \right) : (n - 1) \times 100 = 0,1778 : 6 \times 100 = 2,96. \quad (2.3)$$

Let's also check the statistical reliability according to the F-criterion (4) [15]:

$$F_p = \frac{R_{l=3}^2}{1 - R_{l=3}^2} \times \left(\frac{n - l - m}{m - 1} \right) = \frac{0,75}{1 - 0,75} \times \frac{10 - 3 - 2}{2 - 1} = 6,27 \quad (2.4)$$

$$F_a \left\{ \begin{array}{l} a = 0,05 \\ V_1 = m - 1 = 1 \\ V_2 = n - l - m = 5 \end{array} \right\}$$

$F_p > F_a$, that is, with a probability of 0.95 it can be claimed that the equation is statistically reliable. Based on this model, it is possible to forecast purchasing activity using multiple regression in Excel.

With the help of this model, it is possible to determine how purchasing activity reacts to various factors, which makes it possible to draw conclusions about the effectiveness of the measures applied to the tourism business. From the conducted analysis, it becomes clear that despite the difficulties that currently exist in the tourism industry, enterprises can apply various measures to improve their situation, while applying activity planning based on forecasting. Also, direct efforts to create favorable conditions for intensifying the development of the tourist image in accordance with international quality standards and taking into account European values and transforming it into a highly profitable, competitive sphere integrated into the world market; to attract internal and external investments in the development of regions; to create systemic and comprehensive prerequisites for the sustainable development of the tourism industry.

Ukraine has significant potential opportunities for the dynamic development of the tourism industry and the corresponding integration into the world tourism space. 3, taking into account studies of purchasing power, we can reveal the periodicity and statistics of profit for a certain period. The growth of the tourist image will only increase the share of business tourists in Ukraine and bring the company closer to providing only quality services that meet the requirements of international standards.

2.3 THE INFLUENCE OF CERTIFICATION OF HOTEL AND RESTAURANT BUSINESS SERVICES ON WAYS OF FORMING THE TOURIST IMAGE OF UKRAINE

The state, as a guarantor of economic security and financial stability, must be aware of the need to create a favorable environment for the development of the restaurant and tourist business. At the same time, the administrative lever of state supervision is an integral part of the system of hotel and restaurant technologies, which forms the general institutional mechanism of the functioning of restaurant enterprises based on methodology and organizational principles. Having analyzed the regulatory and legal spheres of hotel, restaurant and tourism business, we can group all regulatory and legal documents in several directions [21]:

- Laws of Ukraine;
- Resolutions of the Cabinet of Ministers;
- National standards of Ukraine;
- International standards and legal acts.

The main national legal framework governing the development of tourism and the hotel industry should include: the Decree of the Cabinet of Ministers of Ukraine "On Standardization and Certification", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On the Protection of Consumer Rights", Order "On approval of the Rules for the use of hotels and similar means of accommodation and provision of hotel services", Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for establishing categories of

hotels and other objects designated for the provision of temporary accommodation (accommodation) services".

The Ukrainian national standard - DSTU 4268:2003 "Tourist Services" sets the requirements for the activities of hotels, restaurants and tourist enterprises. Means of placement. General requirements", DSTU 4269:2003 "Tourist services. Classification of hotels", DSTU 4281:2004 "Establishments of the restaurant economy", DSTU 4527:2006 Tourist services. Means of placement. Terms and definitions". DSTU standard 4269:2003 "Tourist services. Classification of hotels" determines the classification of hotels and similar places by category, as well as the requirements for them. The category of the hotel is indicated on its logo, receipts, guest registration cards and advertising documents. Each category of the hotel is defined by Art. the standard has Requirements - these are the minimum requirements that have be fully implemented Some international standards are harmonized in domestic legislative counterparts, for example ISO/FDIS 18513:2003 "Tourism services. Hotels and tourism accommodation. Terminology" adapted to DSTU 4527:2006 "Tourism services. Accommodation. Terms and definitions." National standard Ukraine 4268:2003 "Accommodation facilities" defines the classification of accommodation facilities, general requirements for accommodation facilities and services provided in accommodation facilities. If we analyze international experience, small enterprises are the basis of the development of the industry - they structure the service market in accordance with consumer demand, create a competitive environment and create more jobs. For business, including large corporations, fierce competition is created by private individuals — business entities that manage mostly small restaurants, hotels, and have their own houses and apartments. They offer tourists a full range of basic and additional hotel and restaurant services at a much lower price.

In addition to national standards, the design of new and modernized existing buildings, structures, and hotel and restaurant enterprises is covered by mandatory national building standards DBN B.2.2-9:2018, DBN B.2.2-20:2008, DBN B.2.2-25:2009.

In addition, the key aspects of the operation of hotel-restaurant and tourist business enterprises are determined by the Law of Ukraine "On Tourism", the Law of Ukraine "On Standardization", the Law of Ukraine "On Resorts", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On Basic Principles" and requirements for the safety and quality of food products", etc.

The procedure for determining the category of hotels is provided for by the Cabinet of Ministers resolution "On the procedure for approving categories of hotels and other facilities for providing temporary accommodation (accommodation)". By this order, it is determined that the categories of hotels and other facilities used for providing temporary accommodation are determined based on the results of voluntary certification of services related to the safety of life and health of people, protection of property and the natural environment, in accordance with the following provisions : "Agreement with the certification body and the owner or their licensors and assessment of hotel compliance with the requirements of a certain category. Accreditation and evaluation of hotels are carried out by accreditation bodies. The following categories are established for the hotel: "Five stars", "Four stars", "Three stars", "Two stars" and "One star". Other facilities used to provide temporary accommodation, including motels, boarding houses, holiday homes, tourist bases, campsites, which according to the level of service are classified as "I, II, III, IV, V". [29]

The Ministry of Economy of Ukraine is the main body of the system of central executive bodies, responsible for ensuring the formation and implementation of national policy in the field of restaurant and tourism business. Accordingly, the Ministry of Economy of Ukraine determines the relevant categories of tourist infrastructure (hotels, other accommodation facilities, catering establishments, resorts, etc.), issues certificates for the establishment of tourist infrastructure for the relevant categories and maintains registers. As of 09.12.2019, 389 hotels were entered into the register and certificates of category establishment were issued according to the "Register of Certificates of Establishment of Categories of Hotels and Other Objects, which are Assigned to Provide Temporary Accommodation (Accommodation) Services". Of them: 5* - 51 hotels; 4* - 135 hotels; 3* - 144 hotels; 2* - 35 hotels; 1*

- 24 hotels. The majority of 5-star hotels are mainly located in cities with millions: Kyiv, Dnipro, Lviv, Odessa. According to the State Statistics Service of Ukraine, in 2021 there were 5,451 collective accommodation facilities.

State regulation is carried out using various means and mechanisms of regulation of economic activity. The main means of regulatory influence of the state on the activities of hotel and restaurant business entities are [28]:

- state order, state task;
- licensing, patenting and quotas;
- certification and standardization;
- application of standards and limits;
- regulation of prices and tariffs;
- provision of investment, tax and other benefits;
- provision of subsidies, compensations, targeted innovations and subsidies.

State regulation of economic activity is carried out by the highest bodies of state-wide management of all economic entities.

The formation and functioning of such management bodies is objectively necessary and expedient, as they are determined by the presence of a wide range of management decisions, the adoption and practical implementation of which are beyond the capabilities and competence of the enterprises and organizations themselves. In accordance with the proposals of the WTO set out in the General Agreement on Trade and Services (GATS), the experience of the International Tourism Alliance, the International Hotel Association, the World Tourism Organization, the International Association of Hotel Workers, the International Tourism Union, the German Institute for Standardization, on the basis of which the technical committee "Services in the field of tourism", standardization in the field of services should develop in the following directions: development of national standards for specific types of services, including hotels, standardization of terminology, uniform requirements for quality and safety of a certain type of service, standardized minimum quantitative and qualitative requirements for all categories of hotel enterprises; development of standardized rules and procedures for certification of services and attestation of hotel enterprises

according to international standards; development of standards for quality systems in the service sector, which will ensure the quality of the service provision process; development of enterprise standards that regulate the interaction of the consumer with the service provider.

To be successful in the hotel and restaurant business, you need to successfully compete with manufacturers of hotel and restaurant services, meet international standards, and satisfy consumer expectations. In modern conditions, quality management is largely based on standardization. Standardization is a regulatory method of management. its influence on the object is carried out by establishing norms and rules, drawn up in the form of a regulatory document and having legal force. Most of the approaches and definitions have long since lost their relevance, moreover, they are not ordered among themselves. The norms regulating and classifying the activity of Ukrainian hotels have the appearance of contrasting dissonance with the dynamics and constant transformation of the global industry of hospitality and tourism. The world is undergoing revolutionary changes in the needs of all generations of tourists, innovations are emerging, technologies are developing, and transport is developing. New types and formats of tourism are emerging. And crisis phenomena are only a catalyst for this. Service quality standards are certain criteria that are necessary to ensure the result of the quality management system. That is, certain procedures and daily operations performed by the staff for the maximum satisfaction of visitors. The success of any hotel enterprise is the ability of the owners to anticipate and feel any wishes of a potential client. The standards mean not only the correct technology of serving visitors, but also the attitude of the staff to their work.

The highest level in the tourism and restaurant business is certification, which guarantees that the service (product) meets certain requirements and has the appropriate quality.

At the current stage, the implementation of hotel activities in accordance with international standards is the key to the successful positioning of hotels on the international market of hotel services.

Certification is one of the forms of confirmation of compliance of objects with the requirements of technical regulations, provisions of standards and terms of contracts.

Certification is carried out with the aim of: creating conditions for the activities of enterprises on the domestic market, as well as for participation in international economic, scientific and technical cooperation; assisting consumers in their competence in choosing products (services); protection of consumers from low-quality products (services); monitoring the safety of products (services) for the environment, life, health of consumers and their property; confirmation of the quality indicators of products (services) declared by the manufacturer.

Certification can be mandatory or voluntary. Certification of services of hotel enterprises: differentiates accommodation facilities depending on the range and quality of 20 services provided; provides the consumer with reliable information that the category of accommodation is confirmed by the classification results and corresponds to the category established by regulatory documents; ensures an increase in the competitiveness of hotel enterprises; helps development of inbound and domestic tourism; strengthens consumer confidence in the quality of hotel services. Certification of hotel services in Ukraine is voluntary.

Depending on who conducts it, there are three types of certification: self-certification, which is carried out by the company itself - the manufacturer of products or services; certification carried out by the consumer; certification, which is carried out by a third party - a special organization independent of the manufacturer and the consumer.

The list of hotel services that are subject to mandatory certification [27]:

1. hotel and restaurant services;
2. hotel services without restaurants.
3. other short-term accommodation options include:
4. services of youth camps and mountain shelters;
5. camping services, including sites for RVs;
6. services of children's and student summer camps;
7. services of recreation centers and houses;

8. services of health resort establishments;

9. services for providing sleeping places in sleeping cars and other transport facilities.

Mandatory certification of hotel and restaurant business services is carried out by certification bodies accredited in the UkrSEPRO Certification System.

The validity period of the certificate of conformity will depend on the certification scheme established by the applicant. The validity period can be 1 year, 3 years, 5 years.

In modern conditions of operation and development of hotel and restaurant business services, a high image and an optimal "price-quality" ratio are ensured.

In modern conditions, when a hotel and restaurant business is opened, thanks to the penetration of foreign culture, domestic enterprises are required to undergo certification and standardization.

Today, the main requirement of a high level of service culture consists in the fact that it should be from the "first contact analysis", where the request and the ability to feel the psychological desire of the client become the highest priority in the work. The employee's skills of appropriate behavior in the environment of customers, communication, language culture, knowledge of professional etiquette, the ability to conduct business and telephone conversations should also meet international standards [13].

In modern quality management, the main models have been formed that determine the main elements of the service quality management system, which can be considered as specific features of the hotel and restaurant industry.

International standards have recognized worldwide uniform conditions for evaluating the quality system and at the same time established the relationship between the producer and the consumer of hotel and restaurant business services. In all Western countries, many hotels use the concept of quality management, among which there are: Quality Management System, general Total Quality Management, Quality Assurance System, Quality Control, Total Quality and Productivity Management, Quality System Management [12].

It is the quality management system of hotel services that guarantees the client "price-quality" and the comfort that the consumer wants during service in the hotel, in all cases. Therefore, special attention should be paid to the development of characteristics of the quality components of hotel services. (Table 2.2)

Table 2.2

Characteristics of quality components of hotel services

Components of service quality:	Content of components of service quality
Availability	Contact with a hotel employee should be pleasant
Courtesy	Friendliness, confidence, attentiveness, benevolence
Reliability	Confident execution of tasks, stability of work
Trust	Guarantees the best customer service
Responsibility	Full responsibility for customer requests
Safety	Safety guarantee
Understanding the client	Ability to listen and understand the different needs of the client and quickly adapt to them

*Source: compiled by the author based on [25-28]

Service standards refer to the procedures and daily operations performed by the staff and satisfying the needs of the client. Currently, Ukraine has an outdated material and technical base, insufficient funds for its renewal, insufficient professional staff that would meet international standards. Therefore, first of all, it is necessary to provide the staff with training at the highest level, so that later the staff will be able to stand firmly in any situation and provide impeccable hospitality to the visitor.

Raising the level of service to international standards is a long-term contribution that will ensure the loyalty of the clientele by satisfying physical and psychological needs, and the hotel will bring quite a good profit [17]. Ukraine has all the advantages for establishing international standards of hotel service. Against the background of supporting the development of the hospitality industry in other countries, the Ukrainian hospitality and tourism industry is forced to fight for a place under the sun alone. Therefore, it faces the following challenges:

1. Inefficient state regulation of the hospitality and tourism industry with an outdated legal framework and ineffective classification of hotels.

2. The guest, as the basis of the hotel business, does not receive true and objective information about the level of comfort.
3. Unpredictability, and sometimes dangerous situations in hotels.
4. Blurred focus of services, misunderstanding of interests and needs of guests.
5. Shady activities, lack of control and responsibility lead to abuses and non-compliance with criteria.
6. Mandatory compliance of all functions (including casinos and halls gaming machines) of comfort level in 3-5* hotels.
7. The fakeness of the hotel's "stars", perceived by the guests, leads to reputational losses of the state in the world tourist market.
8. Paper registers and databases branched out between offices, non-transparency of procedures and decisions regarding the classification of hotels, lack of up-to-date data on the state of the market.
9. Lack of clear, transparent and understandable rules and incentives with state guarantees for hotel business investors.
10. "Equipping" star hotels with unnecessary infrastructural elements, unprofitable, but mandatory functional premises leads to a decrease in the level of comfort and quality of services. Many criteria are fulfilled "to check the box" and not to meet the expectations of the guest (for example, a gym in the basement or a bathtub instead of a pool).
11. Decrease in investment attractiveness of hotel projects due to irrational use of commercial spaces, additional costs for redundant equipment, operational maintenance of low-quality and low-profit services.
12. Uncompetitive, unaccounted for, low-profit (unprofitable in the current crisis) hotel business in Ukraine.

A satisfied customer provides free advertising, reduces marketing costs and, of course, increases profitability. Therefore, in order for our domestic hotels and restaurants to have guaranteed success, conduct impeccable work, successfully compete with manufacturers of hotel services, satisfy the needs of consumers, it is necessary to follow world service standards.

2.4 OPTIMIZATION OF MEASURES AND MECHANISMS OF IMPLEMENTATION OF INFORMATION SYSTEMS, AS AN EFFECTIVE METHOD FOR CREATING A TOURIST IMAGE OF THE COUNTRY

Tourism is an "information" type of economic activity, in the sense that the information resources of tourism enterprises are their main resources. The degree of development of information resources determines the general level of informatization. Informatization is defined as a set of interconnected organizational, legal, political, socio-economic, scientific and technical processes aimed at creating conditions for meeting information needs based on the formation and development of information systems, networks, resources and technologies, which are built on the basis of application modern computer and communication technology.

Tourism and information are interrelated: the decision to travel is made on the basis of information, the tour itself at the time of purchase is also information. Information is exchanged by all participants of the tourist market, which determines the ability to work with information: collection, processing and decision-making based on it. The information is needed for the development and assembly of the tourist product, the search for sales markets, supplier partners.

At various stages of the creation and promotion of the tourism product, the influence of information technologies on tourism occurs (Fig. 5.7).

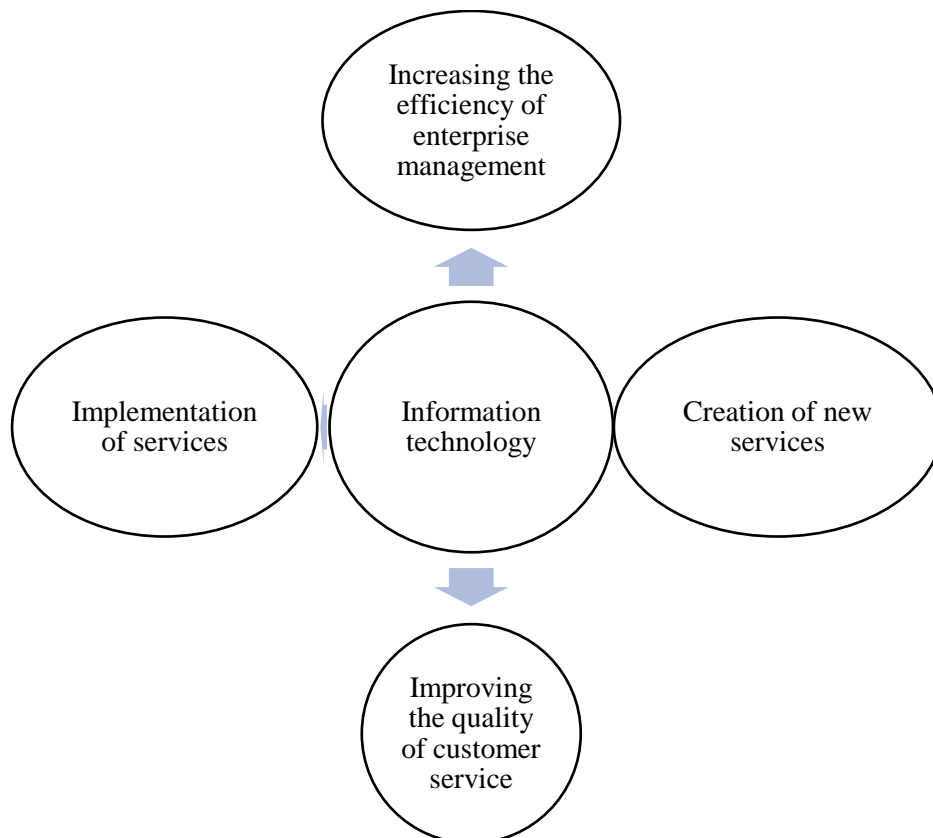


Figure 2.7 Main areas of use of information technologies in tourism

*Source: compiled by the author based on [15-18]

Regarding the use of information technologies, in relation to the spheres of human life, there is a feature that prevails and indicates the requirements for the management information system, organizational, hardware and software parts.

The main characteristic factors of entrepreneurship in the field of tourism, which also affect management information systems, are:

- seasonal activity in the field of tourism (there is a general opinion that there are significantly more tourists during weekends, vacations or holidays);
- high dynamism of activities in the field of tourism (the need for immediate response to some events related to tourists: activity with complaints, unfortunate events, difficulties with carriers, difficulties with accommodation, etc.);
- the market, which is developing significantly and is accordingly new (the number of customers is increasing significantly and the active generation is increasing; the means of fighting for tourists are always renewed and changed);

– the presence of developing competitors (the presence of competition between the main tourist operators regarding tours, as well as between tourist enterprises according to the reception of tourists);

- belonging to the field of services (it is necessary to take into account the peculiarities of the tourist product as a service).

The peculiarity of the information system of travel agency management is determined in most cases by the mentioned features of tourist activity.

Tourist enterprises in most cases do not have a developed infrastructure of the information system because there are a small number of jobs. To a large extent, a typical tourist enterprise has a small number of computers with access to the Internet from a local provider, which are sometimes maintained by system administrators (or without it) [20]. Tourist enterprises, which are representatives of much larger networks, have more technical equipment and there is constant service, which is an exception for a travel agency. There is a much more developed infrastructure of the information system, both external (connected by cooperation through the Internet) and internal in larger travel agencies. This is caused by the specifics of entrepreneurship and due to the fact that with small investments for the development of the information system, a significant improvement of business processes is carried out in a short period of time (automation of activities with travel agencies, hotels, activities with tourists). The tourist operator, as a complex organization, uses all decisions regarding the information system of the corporate level.

The main task of the information system should be data transfer and automatic processing, during the implementation of which the speed of the transfer and processing process, the reliability of information process mechanisms and their flexibility should be taken into account.

There are more than a dozen automation systems for the management of tourist enterprises on the market today. Presented on the information technology market, computer programs for automating the work of the tourist industry have various capabilities [17].

Today, the software market offers a whole list of different functionality of information systems [13]: complex ERP-class systems; CRM systems; cloud solutions for ERP and CRM (based on the Internet and mobile technologies) and other solutions.

According to the type and type of software, the classification scheme of automated IT has the distribution of AIT into Standard (Word, Excel, Access, PowerPoint) and Specialized (Visual FoxPro, etc.). The use of IT depends on the specifics of the object's activity. It is possible to distinguish 5 areas of application of modern IT in the activity of a tourist enterprise (Table 5.3).

The following sequence of functional subsystems reflects the main areas of activity of the tourist enterprise.

In recent years, there has been a significant impact in the scientific and technical progress of the tourism industry, which is well applied to the introduction of new information technologies.

In the field of tourism, one of the main achievements was its computerization. The Internet and the personal computer made it possible to create a universally accessible, extremely informational bridge and, in accordance with other information technology systems, a cheaper and faster information infrastructure, accessibility and reliability helped the application of modern information technologies in all areas of humanity, which significantly ensured the growth of productivity in the field of services.

Table 2.3

Areas of application of information technologies in the tourism business

Spheres	Integrated automation of hotel management	Automation of accounting functions	Communications	Advertising	Internet booking systems
Functions	Management of finances, material flows, service, marketing, personnel, sales, analysis of cost, working capital, finances	Use of accounting programs, specialized software for calculating prices of tour packages and managing air connections, opening accounts in Internet money	Placing information on web pages, communication by e-mail, Internet telephony	Advertising of the enterprise and its services on the Internet, receiving income from advertising on the enterprise website	Use of the Internet booking system on the enterprise website, participation in international Internet reservation systems

Continuation of table 2.3

Tools	Inter-Hotel, UKS-UKR, Lodging, Touch Libica, Intellect Service, Galaxy, SITEC	1 C: Accounting, Sailing, Price calculation, Prices-Flights	E – mail, Gmail, Skype, ICQ	Virtual tourism hrough the Saber webcam	Sabre, Galilea
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*Source: compiled by the author based on [15-20]

Such a system of technologies is deployed not by travel firms, hotels or airlines individually, but by all. For all other parts, the use of information technology systems by each element of tourism is of great importance.

The use of new information technologies increases the safety and quality of tourist services. Currently, global distribution systems (Global Distribution System) are used in tourism, which make it faster and more convenient to book transport tickets, order tickets for sports and cultural events, reserve hotel seats, rent cars, and exchange currencies. On the international market, more significant global distribution systems of tourist services are AMADEUS, Worldspan, Galileo, Sabre. Such systems together contain about 500,000 terminals, which are represented in hotels all over the world, and make up about 90% of the market, 10% are occupied by regional reservation systems and systems that are in the process of merging with one of the above. Each GDS has its own distribution arsenal, although it is global. For Amadeus and Galileo it is primarily Europe, for Sabre and Worldspan it is America.

The significant impact of information technologies on the tourist flow is caused by the transformation of the field of tourism from one focused on meeting the needs of organized customers to a multi-sectoral field of activity aimed at meeting the various needs of individual tourists.

There are more than a dozen automation systems for the management of tourist enterprises on the market today.

Domestic tourism firms are making efforts to apply the latest information technologies, which were created by foreign tourism firms, which are faced with the

challenges of ensuring the competitiveness of tourism services. In today's modern conditions, there are a large number of software products focused on the automation of management processes of tourist enterprises. (Fig. 2.8.).

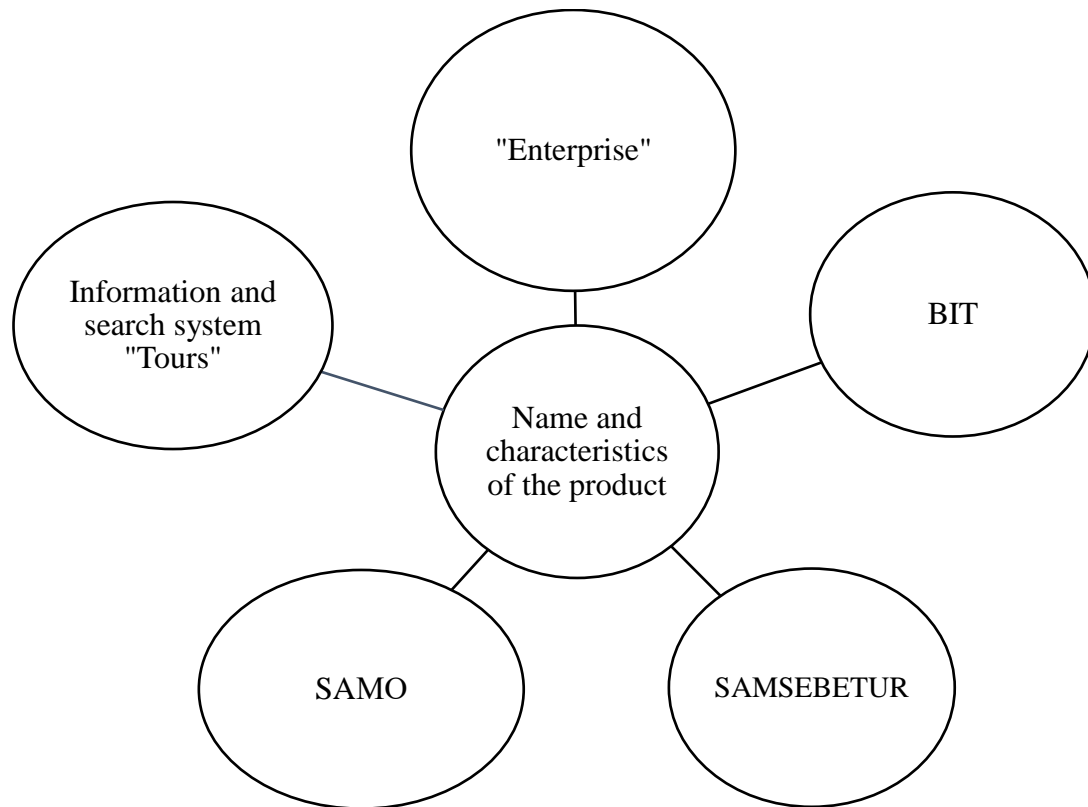


Figure 2.8. Software products for automating the work of enterprises in the tourism region

*Source: compiled by the author based on [25-28]

Software products for automating the work of enterprises in the tourist area:

1. "PARUS-Enterprise" is a system for automating accounting and management tasks used by both small and medium-sized enterprises. Basic modules: - Parus-Restaurant – an automated management system for catering establishments. - Parus-Hotel – a system for automating the business processes of serving consumers of services in accommodation facilities, which provide for the implementation of functions for automating the work of reception, booking, registering the settlement and departure of tourists, forming the cost of services provided and making settlements with service consumers; - Parus-Tourist agency - a solution that is oriented towards the automation of business processes of tourist enterprises and tourism agencies.

2. BIT is a special software product for tourism specialists. Basic modules: – Titbit "Calculation of prices" – calculation of tourist packages and formation of price catalogs of various types; – Titbit "Prices+flights" – the configuration contains a calculation block and a block for the performance of some task accounting functions related to the control and management of vehicle loading; – Titbit back-office - the configuration contains a block used by managers to prepare for sales, and includes a block of accounting and analytical functions that automate the processes of managing and selling tourist products.

3. Information and search system TOURS - automation of the work of a tourist operator, which is related to the calculation of price lists - seasonal and issuing special requirements, carrying out mutual settlements, management of marketing, advertising activities of the company, work with the site, orders, travel agencies, the receiving party, the formation of documents and reports.

4. SAMO - tourism software and solutions for the automation of travel firms, agents and operators. Basic modules: - SAMO-TurAgent (automation of travel agents) - internal office automation of tourist enterprises: accounting of tours ordered by clients, payments, regular tourists, received discount cards, phone calls with wishes and offers; - SAMO-Tour (automation of the tourist operator) – a software complex for the operation of the tourist operator, which takes into account all the peculiarities of its technological operations.

5. SAMSEBETUR – an information system developed for the automation of the work of travel agencies, which is used for the purpose of: - organizing the work of the travel agency; - automatic printing of travel data; - simplification of work and mutual settlements with tourists; - optimization of document processing processes, reduction of errors; - always maintaining the corporate style of the enterprise in its documents; - collection and analysis of statistical data regarding the types and number of customer trips, the level of work of company managers, tourist routes and hotels that are in the greatest demand.

Each of the listed software products has its own advantages and disadvantages and can be used in a large part of tourism enterprises.

During the implementation of information systems and technologies, the following principles must be taken into account:

1) implement information technology that optimizes business processes. The selection of key processes is carried out according to the method: the most important for the enterprise, its strategic whole or according to the theory of limited opportunities.

2) conduct a characterization of the desired goals from implementation. It is necessary to determine the goals and criteria for optimizing business processes. The principle of "describe, see what's wrong and optimize" leads to loss of time and efficiency.

3) aim for clarity in the description of the business process. It is necessary to fix the processes in the form of "As is" models, which makes it possible to understand the nuances and existing problems, as well as to choose the right type of optimization. To improve the result of the description, the assessment of optimality should be carried out from partial to general. Identifying individual shortcomings, combining them into related groups.

4) focus on the availability of information about BP optimization. The new system of processes must be demonstrated to all employees, if necessary, additional training of employees, changes in goals and performance criteria are explained. Process indicators are compared with optimization goals and criteria.

A tourist enterprise is a complex open system, the result of which is determined by the results of mutually coordinated, expedient and effective activity of each of the subsystems of the enterprise [16]. Thus, the optimization of the company's activity should be carried out comprehensively, without being reduced, for example, to multifactor optimization individual parameters of the static model of the enterprise.

It is possible to use CRM systems to automate the work of entities in the tourist area. Specialized software products include customer relationship management systems. This product is intended for service taking into account all its offers and increasing the probability of purchasing the services offered by it, for collecting and processing information about the consumer.

Such a system has the following advantages of use:

- increasing the ability of enterprises to retain their customers;
- increasing the profitability of working with service consumers, which led to an increase in the number of orders and a decrease in costs for attracting new service consumers;
- reducing the cost of services provided.

In the work of Ukrainian enterprises, the implementation of various means of automating the management processes of tourist firms is not active, despite the presence of a significant number of them. This is caused by the existence of a number of reasons:

- inadequate training and qualification of information technology managers and low information literacy, unwillingness to change the established way of organizing their work;
- failure to listen to the specifics and the need to fully update information that is carried out in travel agencies via the Internet;
- the existence of some errors regarding the operation of programs for automating enterprise management processes. At the present time, the processes of activation of the use of the Internet in the use of tourist companies are being considered.

On the Internet, online tourist resources should be divided according to the display level in the following way (Fig. 2.9.). [24]

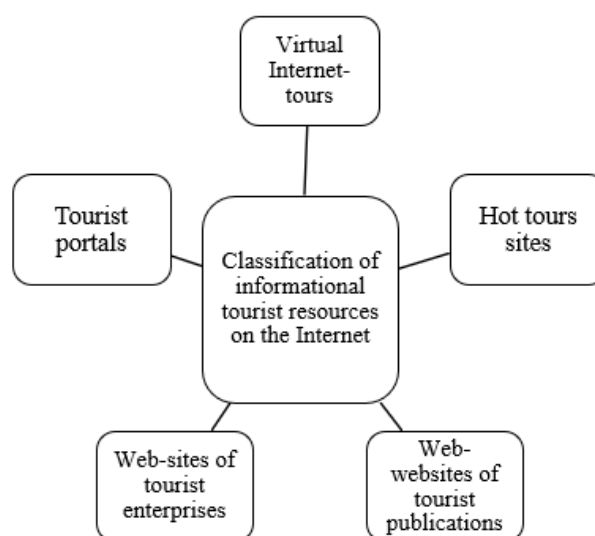


Figure 2.9 Types of tourist resources on the Internet

*Source: compiled by the author based on [24]

1. Regarding the provided resources, Internet portals are of particular importance.

The mentioned portals have their own advantages and disadvantages in relation to the tourism industry. Their advantages include:

- the prospect of quick placement and search of information;
- large, effective, cheap and round-the-clock advertising;
- use of e-mail for communication with partners, which helps to save more money;
- receiving information about new tours and promotions in time.

Among the shortcomings it is possible to include:

- copying data from other sites, a large part of which concerns news in this area;
- not quite systematic update of data;
- a certain number of offers;
- heavy load of spam, advertising and banners;
- some individual sites are not fully developed and as a result - c some sections have no information.

2. Websites of travel companies provide information about the company and the range of services provided. A large part of travel companies are limited to general information only, and do not provide an opportunity for customers to book and sell tours. In addition to informing, booking and selling tours, the sites of travel companies perform the following tasks: they have the opportunity to conduct various surveys, create an image, communicate with customers.

3. Web sites of tourist organizations and associations include general information that can be effectively used in communications within tourist regions, and not at the level of some tourist enterprises.

4. Sites with "hot" vouchers. It can be said that small travel agencies use a web browser and MS Office package (or open access software) a lot, because they do not need large databases and DBMS to manage them, they do not need to communicate with partners about the software component information system of management of tourist organizations. Tourism enterprises can use CRM systems under the conditions of maintaining a medium and large customer base, where it should be noted that travel

agencies can use CRM and ERP systems, but such conditions are better suited to a hybrid of systems provided exclusively for tourism entrepreneurship.

Certain features should be taken into account when choosing software:

- the software product must contain a user-friendly interface;
- must quickly adapt to the changes occurring in the tourism activities of enterprises and the software product must be flexible. There is no standard of interaction, therefore the instability of the mechanisms of work with partners is very different;
- to provide for issues of transfers, insurance, cruises, airline quotas) the software product must be developed specifically for the tourism sector;
- the software product must be easily integrated (seamless exchange of data between counterparties and its travel firms). It must integrate with all software, which may be different for partners.

In the vast majority of employees, they are far from owning a computer and the latest information technologies, but this does not prevent them from being good specialists in the tourism field.

A modern complex of software solutions for automation and management of all processes at the company - Oracle E-Business Suite. Currently, the system represents the only package in the world that is completely made using web technologies. On the basis of one platform, the components of the system, which work, provide an opportunity to provide a full range of e-business management tasks.

The ERP system provides an affordable method of comprehensive management of the enterprise and relations with tourists of the travel agency.

Online system for automating the work of a travel agency - ERP.travel. Which carries out the selection according to the sites of tour operators, is convenient in terms of interface and functionality for use by managers of travel agencies, ERP.travel accumulates all information in a certain place: general ratings of managers and offices, operational reports on the progress of sales and the state of the money supply, is one program for any - how many offices and legal entities, the entire network of travel agencies, in a certain program with a flexible division of the visibility of orders and tourists.

Conducts significant customer management for CRM SalesDrive travel services: sending offers to e-mail, processing applications, repeat sales for regular customers, reminders and tasks, working with documents (international passport). It provides additional fields intended for travel agencies, supports advertising campaigns with integration with Analytics, Google, Adwords. The ability to create some offices, enabling the creation of a "sales funnel", integrates with travel agency website.

A simple CRM system for small travel agencies - MoiTuristy.ua, which allows you to record calls and tourists, analyze sources of sales and record working hours, flexible calculation of premiums according to the contribution, reminders, transfer of tourists between managers or offices, e-mail and SMS -marketing.

Tourcontrol is a cloud-based CRM system for the automation of travel agencies that is widely used. The system provides: detailed processing of applications (including customers, reservations, tickets, locations, additional documents, services), use of IP telephony, import/export of customers, import and support of leads, customer database with history.

For a travel agency, CRM Bitrix24 provides for the attraction and retention of clients of the travel organization; "sales funnel"; efficiency of work of sales managers (tasks and reminders); reliable own analytics.

For large travel agencies, web technologies are one of the main resources for promoting travel products on the market.

A travel agency that uses a tour operator's website to search for a tour is interested in the relevance of prices and can book through the website on its own behalf (it is less interested in the description). There are specially created sites that collect information from different tour operators in one place. Tourists are interested in a significant number of tour operators offered to choose from, which is implemented at the expense of web technologies. Each tour operator provides information differently due to the fact that the mechanism of collecting this information is also interesting. The interest of a tourist company in receiving prompt and reliable information about the availability of places and dates of arrival in the direction in which the tourist is interested is being followed.

A creative approach is applied to the formation and development of information systems for the management of many aspects of the travel firm's activities:

- within the information system of the management of the tourist enterprise, which make it possible to increase the efficiency of its work and stand out among competitors, the component of IT creativity, which refers to innovative solutions;
- has a creative nature, in its essence, the sphere of tourism;
- a component of the management system (to a greater extent marketing management), which is responsible for the development of a unique strategy of a travel agency, its marketing programs, the formation of its image, certain identification of competitive advantages.

Indirectly through the travel agency's telephone and Internet contacts with potential and regular tourists, the information system provides an opportunity to use a creative approach and implement it, fully providing the necessary information to the tourist.

For the management information system, the advantages of using a creative approach are [23]:

- flexibility of the information system, its mobility, availability, quick processing of the necessary information, etc.
- formation of an effective, convenient system of distribution of marketing information among clients;
- development of convenient, unique ways of contacting specific clients;
- for use by travel agent managers of convenient individualized software;
- formation of a unique management information system that takes into account the specifics of the tourist enterprise and corporate strategy;

Advertising opportunities and Internet communication technologies allow to significantly change the nature and methods of tourism business. For this, it is necessary to: – create a web page of the organization, placing on it information about services, prices, register the page in search directories and systems; - install software for Internet telephony (Skype) install software and save on telephone calls, implement an Internet reservation system on your own web page, participate in international tour reservation systems: Sabre, Galileo, Worldspan, which use the Internet as a means of

communication, and as a terminal - ordinary computer; to install the ICQ Internet paging system, with the help of which, if possible, to provide advice to visitors to the company's web page; - open an account in Internet money and accept payment for services or their reservation via the Internet. As an effective tool for conducting advertising campaigns, you can use the unique properties of the Internet. The basis for increasing the competitiveness of tourism firms is Internet marketing (Fig. 5.10). [25]

The company's web server is the central element of advertising on the Internet. A set of advertising measures is created on its basis. When information about a travel company and its travel products is placed on the web server, a advertising efforts are aimed at attracting the attention of visitors to the server of this travel agency, a two-level approach is used. For enterprises in the tourism industry, another problem is the search for web servers of companies and information from areas that have a marketing interest in relation to some travel agency. Cookies and log files [13] may be used to analyze information about visitors to the web server. Log files are maintained by the provider of Internet access services - the provider, they contain information about each request of a web page and graphic object from the server. The log file does not contain information about the e-mail address of the visitor, but only indicates the name of his domain, but this can be of particular interest if the domain characterizes the user's geographical region. It can be considered that the use of cookies is a more promising method of interaction between the travel firm and the consumer.

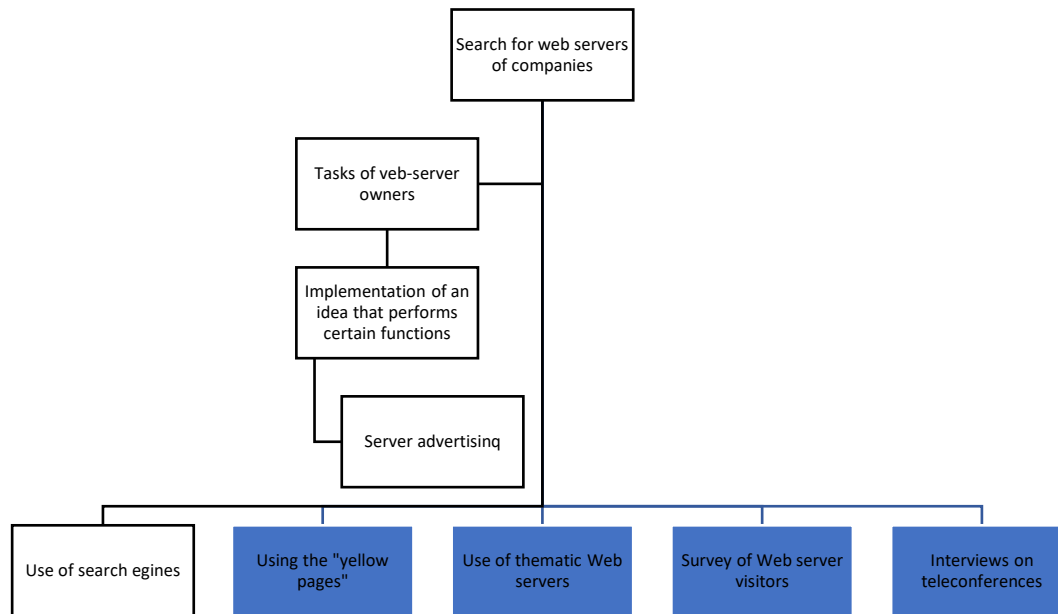


Figure 2.10 Use of communication and advertising opportunities

*Source: compiled by the author based on [25]

The Internet service provider may provide special software that performs statistical analysis of data, automatically compiles reports and then sends them by e-mail to the server owner (travel agency).

Professional statistics should be based on the most reliable information and not just numbers and graphs, but a real program for further multifaceted activities with your site. In the software package from NetPromoter, exactly such an approach was implemented, which received the name "Site Statistics". This is the uniqueness of the approach, which is the first time that two different products are not simply combined in one bottle, but are specially prescribed for each other. The CNStats PRO program is another representative of professional statistics.

The uniqueness of the CNStats PRO program: - increased reliability and productivity; - includes the CNGeoip geography module; - the new principle of building reports allows expanding the functionality of reports and their number; - tracking of profitable advertising platforms and the possibility of searching; - includes a group of "Google AdWords" reports; - summary report on works and visitors; - the ability to track the dynamics of linked pages.

Opentracker is the only system on the Internet that offers real-time statistics. Features of the Opentracker program: - provides more important site statistics; - stores all data for an unlimited period of time; - monitors an unlimited number of pages; - monitors the most visited sites; - does not require setting the counter buttons; - updated in real time. The best travel portals, according to our observations, in their development are aimed at the search term "burning tours".

Sites in most cases are used for communicative rather than transactional purposes [19]. Highly visited sites have site search functions, German and other versions of the site (in addition to Ukrainian and English), provide discounts when ordering online.

www.otpusk.com is one of the most famous information and advertising Ukrainian tourist sites, here they try to attract visitors with various "tricks" and the maximum amount of information.

www.turpravda.com service works during "vacation", which provides Ukrainian reviews of hotels and resorts. At such sites, the number of visitors reaches several thousand.

the variety of topics of information, the "depth" of which seems infinite, the developers of the portals make a bet, which attracts a significant number of interested consumers of advertising.

The use of the Internet in tourism has recently been an important direction in the development of so-called virtual tourism. You can travel to museums or other places of interest without leaving your home using a computer through a web camera [15].

Thus, the introduction of modern information technologies into the activities of travel agencies provides an opportunity to increase the number of orders, increase the productivity of employees, improve service, reduce some categories of costs (for sending mail, communication,); increase competitiveness of the organization and its product range, to strengthen the economic security of the company. Getting to know Internet marketing methods allows you to implement them in the activities of any company in order to apply business strategies and increase the efficiency of commercial activity.

Today, many tourism enterprises pay less attention to systems related to travel consulting services and understanding the behavior of the end consumer - the tourist. We suggest that you focus on consulting, which is a promising approach for tourism enterprises that will improve the tourism image. In this regard, we demonstrate the model of exchange of experience in fig. 2.11.

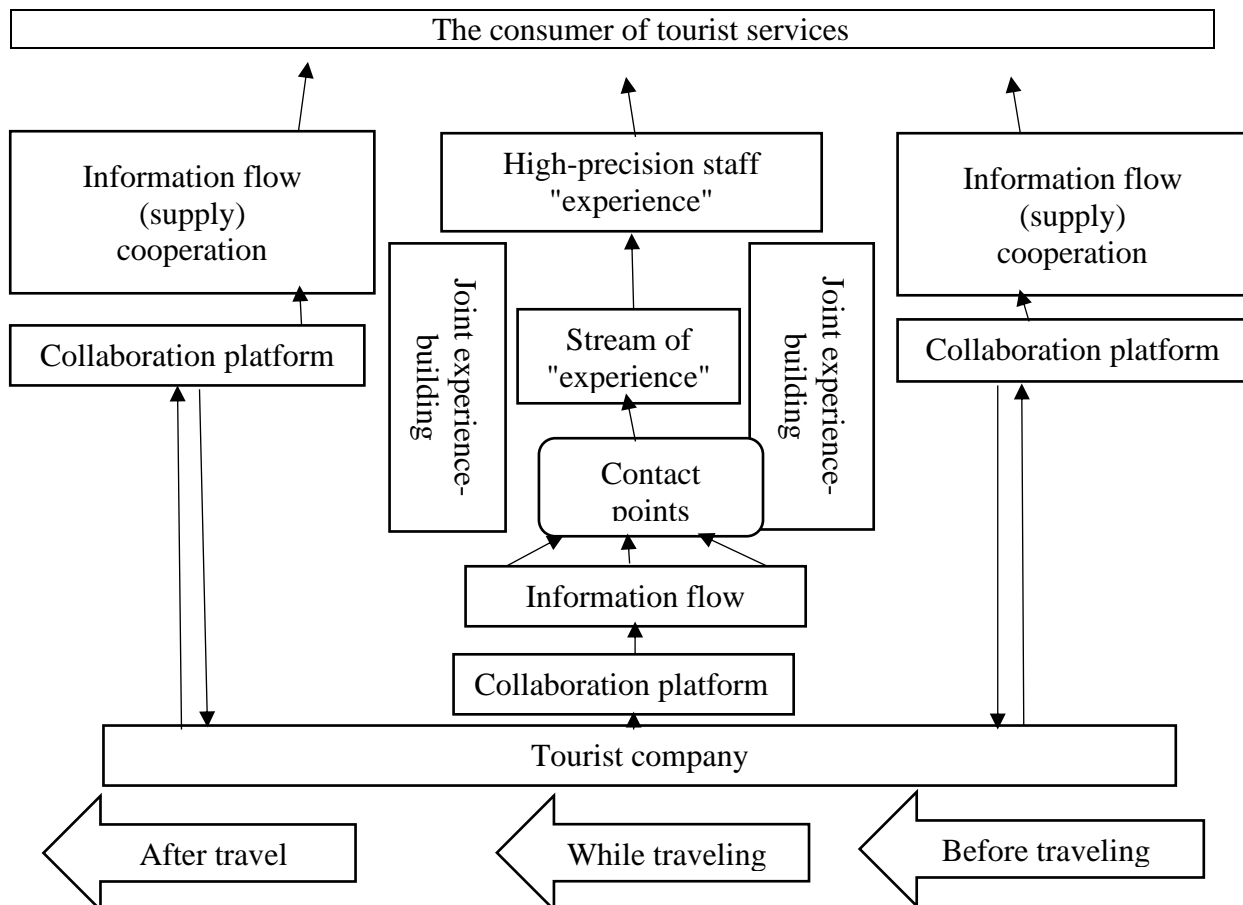


Figure 2.11 Model of the experience sharing process

*Source: compiled by the author based on [28]

An important component of the activity of any tourist enterprise is the informatization of tourist activity. In order to optimize the main business processes of the formation of tourist flows, we offer a mechanism of information support for the activity of a tourist enterprise (Figure 2.12).

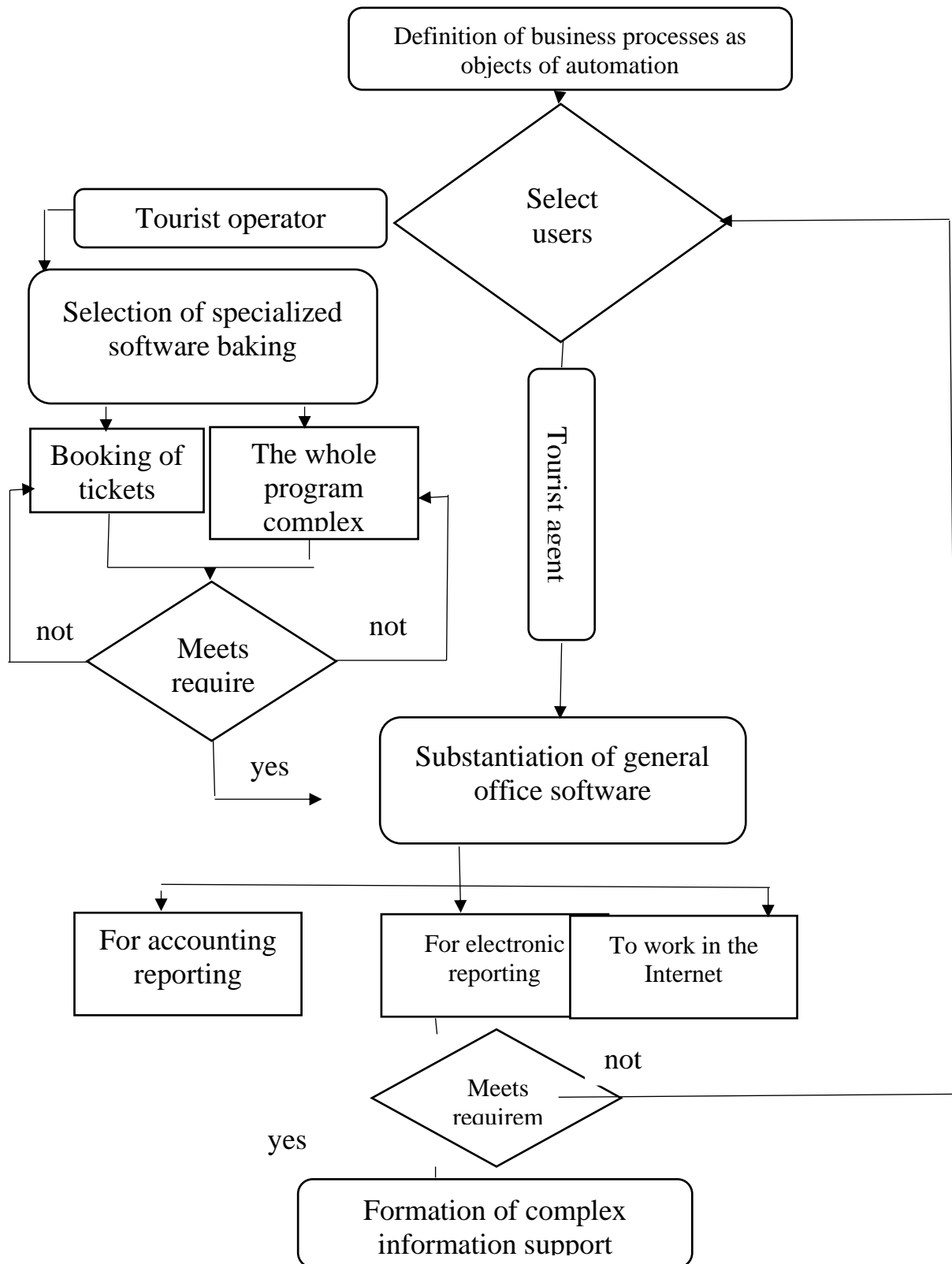


Figure 2.12 The mechanism of development of information support for the activity of a tourist enterprise

*Source: compiled by the author based on [22-29]

The mechanism presented in Figure 2.12 enables the use of information systems in the processes of formation of tourist flows, which will provide an opportunity to obtain an economic effect.

Information technologies and an optimization approach to their selection and use create favorable conditions for conducting activities. An optimally functioning business process of a tourist enterprise is a process whose implementation ensures the achievement of set goals at minimal costs. At the first stage of work, it is necessary to find possible options for optimization, which are formulated in view of the results of the analysis of business processes and optimization goals for the tourist enterprise. Development of a mechanism for optimizing business processes of a tourist enterprise, which should include the following stages:

- increasing the transparency, manageability and controllability of the activity of the tourist enterprise at all levels;
- reducing costs and time, increasing the quality and efficiency of business processes at the tourist enterprise;
 - reduction of the cost of work within the framework of the business process;
 - improvement of the system of financial management of structural units of the enterprise based on the automation of business processes;
 - identification, identification, analysis and regulation of key business processes and their interrelationships, which makes it possible to form a process-oriented model of enterprise activity with clear tasks of each specific business process and, most importantly, quantitative and qualitative characteristics. This makes it possible to evaluate their effectiveness and, on this basis, make qualitative decisions about their optimization;
 - identification and neutralization of significant factors that lead to loss of efficiency of business processes, etc.

There are certain methods of optimizing the business processes of a tourist enterprise. These methods can be divided into three groups. The first group of methods is based on experience. They are universal and suitable for any enterprise. The second group of methods is characterized by benchmarking methods. Enterprises analyze and

copy the activities of successful competitor companies. The third group of methods is characterized by teamwork technologies.

Optimizing the business processes of a tourist enterprise is an effective tool for ensuring the efficiency of enterprises in modern conditions, contributes to increasing profits and increasing productivity, reducing costs, improving the quality of products or services, with the aim of meeting the needs of customers and consumers. One of the modern methods of describing business processes and the technology of business organization and corporate information systems is Workflow, the introduction of which at domestic enterprises in modern conditions will allow to streamline the activities of enterprises, increase the efficiency of their economic activities and competitiveness. A qualitatively developed strategy will allow the enterprise to achieve the planned results of innovative activity in the long term. To maximize the quality of business processes at Ukrainian enterprises, it is necessary to use such optimization methods that will allow establishing a balance between consumer satisfaction and competitive market forces on the one hand and business process efficiency indicators on the other.

The active implementation of modern information technologies in the activities of tourist enterprises is a necessary condition for their successful work, since accuracy, reliability, efficiency, relevance and high speed of information processing and transmission determine the effectiveness of management decisions in this area. Large capital investments in new technologies will lead to vertical, horizontal and diagonal integration of tourism enterprises. Information technologies provide a significant increase in productivity in the field of tourist services. The strategic orientation in the information logistics of tourist enterprises is an innovative approach in the management of flow processes and has a systemic nature, which has a positive effect on the management of the tourist business as a whole.

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

DOI 10.46299/979-8-88831-930-7.3

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.

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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.

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.

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.

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. Anchyshkin, 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.

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 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.

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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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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”.

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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.

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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].

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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.

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] .

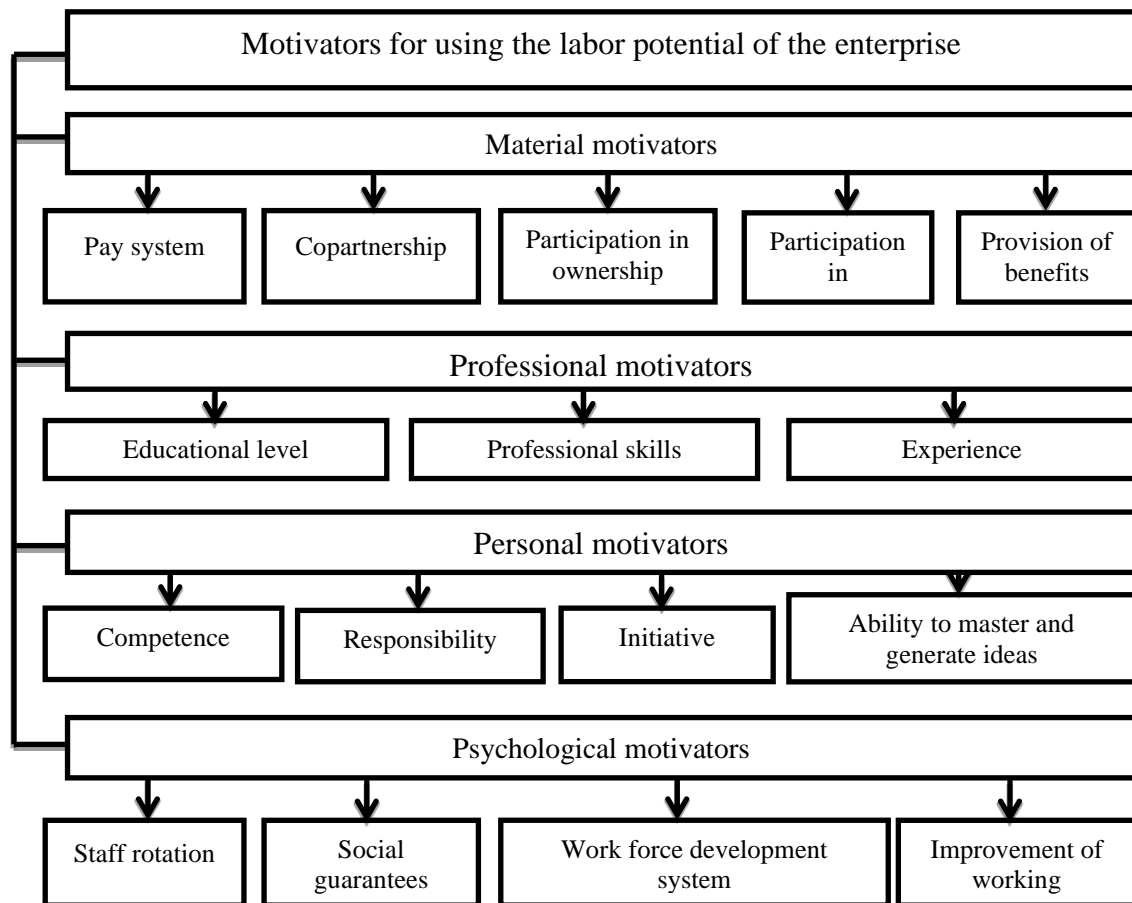


Fig. 1. The structure of motivators for increasing TPP

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).

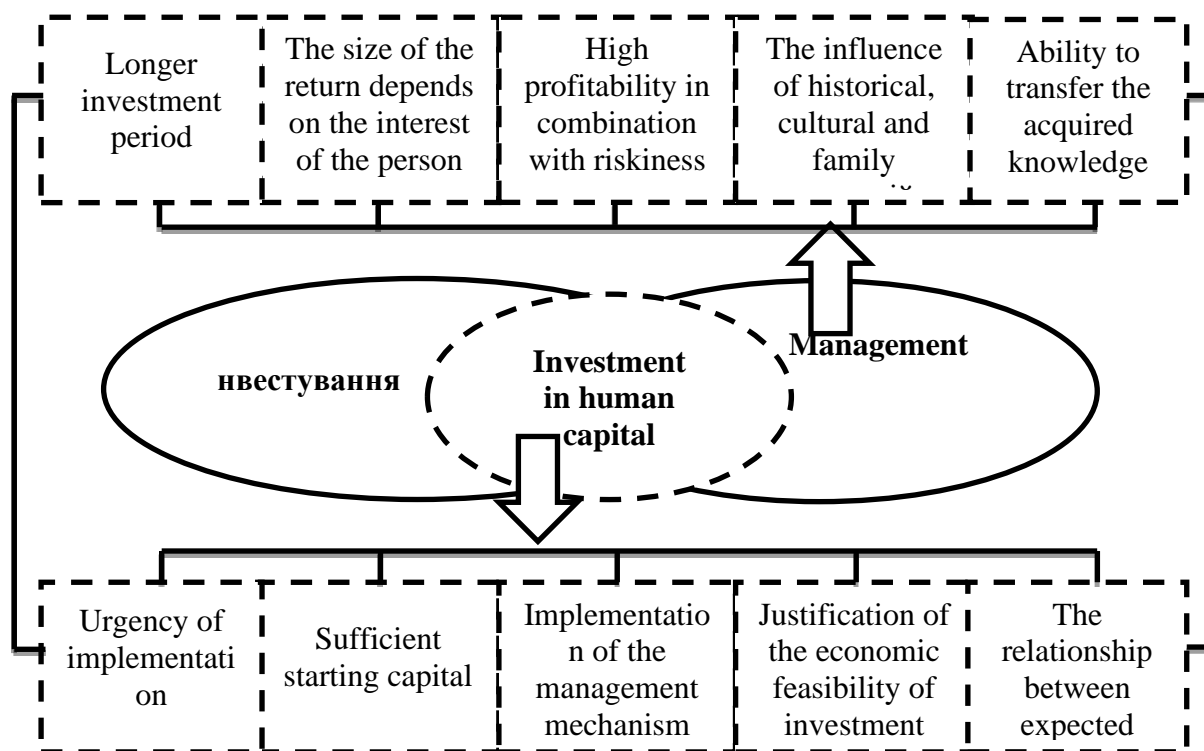


Fig. 2 Peculiarities of investing in human capital

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.

CHAPTER 4. TECHNOLOGIES AND INNOVATIONS THAT ARE CHANGING THE RESTAURANT BUSINESS

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4.1 MODERN TRENDS OF THE RESTAURANT BUSINESS

The time when there was no trip to the restaurant any related to technologies, passed. The thing that before it seemed like an innovation, such as online ordering pizza with delivery or free Wi-Fi in the institution has now become the default service. We offer consider how technology and innovation changed restaurant market which services already available and widely distributed, but which have not taken root.

For reference - results data researches of the restaurant market, voiced at one of the expert meetings sessions of the NRA Show:

- 71% of visitors institutions important possibility order takeaway food;
- 52% of guests wait in the restaurant free Wi-Fi;
- 47% of people expect that in the institution you can make previous order by phone;
- 78% of millennials looking for the establishment's menu on the Internet;
- 32% of millennials already paid through Apple Pay and Google Pay.

All this suggests that it is now already it is not enough to simply answer standard restaurant criteria: guarantee only cleanliness, product quality and service. People choose manufacturability is also sought a place that can satisfy this request It is becoming more and more typical for our market.

Restaurant trends change quickly, especially due to the introduction of quarantine measures in different countries. If earlier delivery from a restaurant was not very popular, now most of the revenue comes from orders for delivery and takeaway. We will conduct an overview of the restaurant market and talk about how technology has changed the restaurant market, which services are already available in our country, and which have not caught on.

We have collected survey data on what will happen to the restaurant business in 2022. With the onset of quarantine, cafes and restaurants are now empty, the population is forced to stay at home and follow the rules. New trends in the restaurant business

help establishments stay afloat and not close. So, for example, several chains of pizzerias in the United States have hired more than a thousand employees due to increased demand after the opening of pizza delivery. Stores that were unable to reformat for delivery have closed, and even among those that remain open, the decline in sales is being felt very strongly across Europe and the United States. Surveys show that most people expect to see a reduction in spending during the crisis, especially for restaurant delivery and wine. That said, surveys have shown that people are likely to spend more on food delivery after the pandemic, and it's also likely that delivery demand will quickly return to pre-crisis levels.

Now about the trends that will affect the restaurant business in 2022. Delivery and takeout. Food delivery from a restaurant is the most important and relevant trend of recent years, which will only intensify in 2022. Especially if you plan to open a sushi bar or a pizzeria, this option is simply "must hev". Without it, it is extremely difficult to compete and, accordingly, quickly break even. And using the automation system of a sushi bar or pizzeria with an integrated delivery module will be a significant plus when launching this option in the establishment.

The culture of food delivery and online ordering is growing at an incredibly fast pace, especially during the pandemic, when establishments are closed to the public and only allow takeout or delivery (except for alcohol delivery and takeout). Delivery.com, Uber apps Eats, Caviar are some of the most popular in the world of food. In addition to delivery from regular establishments, the number of orders from "virtual" restaurants, which do not accept offline guests and prepare exclusively for delivery, is increasing. One of the new ideas on the market is "hubs" for virtual establishments: kitchens of different restaurants under one roof, between which autonomous cars run, taking orders and delivering them to customers. This lowers costs for establishments and makes delivery more affordable for visitors.

Trends in the development of delivery from institutions. Growth in the number of consumers and online orders. According to the latest study by ResearchAndMarkets, the volume of the global online food delivery market amounted to \$84.6 billion in 2018. According to analysts' forecasts, active growth will continue in the future - by an

average of 9.8% - until 2026. In Ukraine, the delivery segment also shows active growth: over the past 5 years, the market has grown by 35%.

A variety of channels and delivery methods. Millennials are priority audiences for delivery services. They, compared to other generations, spend a larger share of their budget on ordering ready meals. They put forward the highest demands: instant delivery, gamification, individual approach and tracking of the delivery process.

In order to meet the demands of their customers, delivery services introduce new technologies and simplify the order mechanism as much as possible. You can order on social networks, with the help of virtual assistants and from the car's navigation system.

For example, in the USA, pizza from Pizza Hut can be ordered and paid directly from the machine's digital menu, and from Domino's Pizza - just by retweeting pizza emoji In the same Pizza Hut has released a digital menu that determines the focus of the customer's eyes and offers the best pizza ingredients from 4896 possible combinations, integration in just 2.5 seconds.

Delivery services install their own tablets in establishments - it is on them that restaurants receive order notifications. However, waiters are forced to manually "enter" these orders into the restaurant's accounting system. Some US establishments may have up to 5-6 tablets of different delivery services. Such double work greatly delays the service process.

In 2018, leading delivery platforms finally started to address this pain point for restaurateurs, with GrubHub announcing integrations with five popular restaurant accounting systems and UberEats choosing to acquire online reservation system orderTalk to leverage their checkout integration expertise. Software integration will allow you to automatically send delivery orders to the facility's accounting system and receive all operational data from all sales channels in one place. Using your own program for automating delivery, integrated into the accounting system for a cafe or restaurant, also simplifies the process many times.

By organizing your own delivery service, you can save money by not spending it on aggregators ' delivery fees, which is important when the budget is tight.

The trend of the last few years in retail, when large offline stores switch to online sales and vice versa, as shown by Amazon. Multichannel in catering is also a combination of online and offline sales. Most of the offline establishments that have already adopted it effectively use their resources to increase sales, offering customers not only to visit the establishment, but also to order food to take home, or place an order and pick it up themselves.

Poster restaurant automation system, you can connect Poster Shop — a fully integrated online storefront for your establishment, and start accepting online orders. In Poster, you will be able to fully track the order from its acceptance from the site to the delivery of the order to the customer, view sales statistics and monitor the work of couriers, see more details about the automation of your delivery service. If you are looking for an accounting system for your business, find out what to choose Poster or r-keeper on the page comparing the advantages of Poster over other POS systems.

4.2 THE ROLE OF EVERYDAY AND HEALTHY FOOD IN THE RESTAURANT BUSINESS

Today, we barely have time to follow how the topic of a healthy lifestyle and proper nutrition is rapidly developing. New products are appearing all the time.

And scientists in this field make sensational discoveries about the benefits and harms of certain products, each nutritionist advocates his own nutritional system, and thus the requirements for products and food grow and grow [71].

More and more fast-casual restaurants are opening, a popular format for those who like healthy food, but do not like to wait a long time. In such establishments, guests receive food, close in quality to expensive restaurants, for little money, and the service here is slightly better than in fast food.

Restaurant "Fast Casual" - translated from English - "fast and democratic" - this format is the most promising in America, Europe and Ukraine. It is currently the fastest growing segment in the restaurant business industry. This is due to the fact that

consumption trends tend towards healthy food, organic products, and move away from fast food.

In America, the homeland of fast food, the first mention of establishments of the new restaurant format dates back to 1981. The term fast itself casual appeared a little later in the 90s of the last century. Guests place an order at the counter or counter. And when the order is ready, the food is delivered to the table by the waiter.

Fast Casual occupies an intermediate link between a democratic restaurant and fast food, it does not offer a full range of services that a restaurant can provide, but it offers a higher quality of food with fewer frozen or processed ingredients than in fast food restaurants. Meals are prepared individually for each client from high-quality products, as well as delicacies. Unlike fast food, a restaurant of this format offers a more diverse range of dishes, and common features are speed of service, low prices compared to restaurants, a democratic atmosphere, standardization of the menu, interior, management processes, as well as the possibility of using franchising. In these establishments, reusable dishes are harmoniously combined with a stylish interior.

Thus, the main advantage of Fast Casual is an opportunity to eat and spend time in one establishment for a relatively low price.

A mandatory condition of this restaurant is to maintain the offered range of dishes in full throughout the day. During peak hours, to speed up service, an additional cash register may be opened, and more cooks may work to portion out and distribute dishes.

To open an institution of this format, small premises and the presence of a kitchen factory are required. This has a beneficial effect on the cost of rent and gives restaurateurs the opportunity to make their business more attractive for themselves and their visitors.

Casual «ZRG format Dining». This format includes all democratic institutions, from pastry shops to bars and nightclubs. When creating a restaurant of this class, first of all, it is necessary to know for whom it is intended and in which place it will be opened. Modern consumers of restaurant services are divided into categories according to their preferences. Some go to restaurants exclusively to eat, for others the most important thing will be the atmosphere of the establishment, for some - what kind of

cuisine is presented in this or that place, some come to have fun and relax. The average check in these institutions is not high. Based on these indicators, it is necessary to choose the concept of the planned restaurant. The most popular concepts in this format are:

- confectionery;
- cafe;
- pub;
- steakhouse ;
- national restaurant;
- bar;
- a restaurant working on a mono product, etc.

Casual Dining - in the interior solution, it is a synthesis of elegant modern space and home comfort, natural charm without unnecessary mannerism and pathos.

The popularity of any catering establishment of this format directly depends on its interior, on the impression that the visitor will have. Most often, the interior design of a restaurant plays a big role for the visitor. In such institutions, people relax, communicate, and hold business meetings, so the interior design should contribute to this. On a subconscious level, the interior design shapes the guests' attitude towards the quality of the offered dishes. A high-quality interior design can mask some of the institution's shortcomings.

Casual Dining is a format that arose on the edge of fast casual and fine dining, something in between. Establishments that have a democratic pricing policy, as they determine the cost of their dishes in such a way that it is available to as many guests as possible. But in terms of restaurant design, quality of service and the level and presentation of dishes, they play in the premium class segment.

Today, we observe an increase in the number of restaurants of this format, while they can be completely different not only in size, but also in the direction of the kitchen and even in terms of guest expectations.

The format is difficult precisely because it tries to combine things that are not compatible with us - a high level of design and service with mass availability. That is

why one of the market experts called it a format without the right to make a mistake: these projects are developed in the direction of everyday consumption, and if you miss the quality of the product or service, you can get very negative results that will affect the further revenue and profitability of the establishment.

Casual concept Dining from various formats of fast food establishments in its high level of service and unique design, which is usually developed by a famous designer. And it differs from the premium class format in terms of price levels accessible to the general public.

Looking at all of the above, it should be noted that the design of restaurants of this format can be conventionally divided into two main parts: the design of the technical part and the development of the interior of the hall for visitors. The interior design of the restaurant should create the most comfortable atmosphere for the visitor, which contributes to a pleasant pastime. If we talk about the technical premises, then the aesthetics take a back seat here. Functionality and ergonomics are important here, so that the staff does not have any difficulties in their work.

It is not enough just to purchase and install technological equipment. Since prices in establishments of this kind become acceptable for a wide range of visitors, and the atmosphere inspires regular visits, the turnover of products is quite high. And this means that, on the one hand, it is necessary to cook quickly and a lot, and on the other hand, the quality of products and the technology of their preparation must be at a fairly high level. These two difficult-to-match tasks often put restaurateurs in a difficult position.

Summing up, I would like to note that the success of the establishment of the popular Casual format Dining is determined not only as it is traditionally considered with the location, but also with the interior design and equipment of technological premises. Therefore, the decision to design and equip the restaurant with equipment should not be based on the taste preferences of the owners, but on the basis of the professional knowledge and experience of specialists who have successful projects in their portfolio.

Quick and casual is fast service restaurants. They differ in service by waiters at the tables, but it happens faster than in other restaurants. The average check in such institutions does not exceed a small one. The menu features the same items as in other types of restaurants, but in a limited range. Restaurants of this level work on their own semi-finished products of a high degree of readiness, manufacture their own pastries, and, due to this, provide their guests with constant quality and speed of service. This format is suitable for holding business meetings and dinners. Such restaurants are usually located in places of intense traffic.

«Quick and casual» (quick kezhel - quickly and every day) is a very popular format of the establishment in Western Europe and America. Now this is the most dynamically developing segment of the American catering market. Its annual growth is about 17% (for comparison, restaurants - 4.9%, and Fast Food only 2.1%).

It is believed that the concept of " Quick and casual » originated in America in the 80s of the 20th century. It was then that many people appeared who, regularly eating in fast food, at some point felt that they were ready to pay a little more, provided that the food they consumed would be more diverse and of better quality than the usual hamburgers and hot dogs. They wanted to get restaurant food in a comfortable environment, but in a short time, since most of them worked, led a busy lifestyle and could not afford to turn every lunch into a long meal. Quite democratic prices are due to the fact that in such establishments a simplified recipe is practiced and, accordingly, lower prices are set than in ordinary restaurants.

«Quick and casual» exactly occupy the middle position between a restaurant and fast food. From restaurants, they adopted the high quality and tradition of cooking dishes, as well as the high level of service provided by waiters. The influence of fast food is manifested in the reduction of menu items, more democratic prices and the atmosphere of the cafe. Thus, you get restaurant-level food, but cheaper and faster.

The food in such establishments is prepared without restaurant finesse, but let's face it, pork "Al Risotto" or ravioli with mozzarella and mushroom sauce is not often prepared at home. At the same time, any dish is prepared individually for each client.

In order for the products used to prepare dishes to be as fresh as possible, they are brought to the cafe in small portions several times a day.

Although the concept is primarily aimed at adults, many establishments offer special dishes for children, i.e. in the cafe "Quick and casual" can be visited by the whole family, which is important in terms of family unity, as well as making sure that your children eat healthy food. The potential of such establishments also lies in the fact that they attract different categories of customers. People with high incomes can visit such cafes, as an alternative to fast food. And those with lower incomes consider «Quick and casual» as an accessible recreation for them outside the home.

As you can see, this is a very interesting and attractive concept that offers interesting solutions to many modern problems.. Automation and digitization of the institution's accounting system and receiving all operational data from all sales channels in one place. Using your own program for automating delivery, integrated into the accounting system for a cafe or restaurant, also simplifies the process many times.

4.3 PROBLEMS OF FINDING AND RETAINING STAFF IN THE PUBLIC CATERING MARKET

Every year, the number of working population decreases by 250-300 thousand. In addition, there is the problem of labor migration to the nearest European countries. The market of potential HoReCa employees is becoming smaller and smaller, and no one wants to increase the costs of the salary fund. Finding and retaining staff has become one of the main problems in the public catering market [73].

Under the conditions of the digital economy, the innovative development of economic systems is predetermined by two parallel and interrelated phenomena – globalization (open macroeconomic systems) and the transformation of models of the innovation process. Globalization 4.0 and the technological innovations underlying it lead the world to a new era of development – cyberphysical systems and talents – an era that has no historical precedent in scale, speed, and depth of change [70].

Management of innovative activities of business entities based on open innovations contributes to the growth of productivity, increase of profitability, effective use of intelligent property, dynamic development of the company in general [72].

Due to this, the trend of automation is developing in the world - more and more restaurateurs are integrating with technologies to optimize the speed of service and save on labor costs. According to the US National Restaurant Association, about 41% of fast food establishments in the US use tablets, discount ordering systems, self-service kiosks and automated restaurant applications.

Self-service kiosks. This is a trend for fast food and fast casual formats. In fact, the cashier becomes an extra link in establishments of this format, and restaurateurs try to replace him and minimize costs. This option is safer during quarantine, as there is no crowding around the cash register.

Cloud services. The tendency to store the institution's data not on its own server, but in the cloud is gaining momentum. Restaurateurs want full access to operational data and analytics from anywhere in the world, rather than depending on a single workplace. Not only tablet systems work in the cloud, traditional stationary automation systems also began to offer data storage on safer remote servers. If in the West, automation is primarily about increasing the speed and quality of guest service, then for our restaurateurs these goals are not yet the main ones. Business owners implement technology primarily to comply with the law, such as sending fiscal checks to the IRS and combating theft. Detailed accounting of the warehouse, inventory, detailed technological maps make it possible to better control work processes in the institution.

In many Western countries, there is no fiscalization and special requirements for the management of the institution, and the topic of theft is less relevant. Institutions do not keep records as carefully as our restaurateurs: recipes may not "kill", inventory is taken once every few months, etc. Less attention to accounting - more to speed of service and loyalty.

QR codes. More and more restaurants are avoiding the use of paper menus, as it is dangerous. The QR code menu is convenient to use because no additional equipment is required. Place the sticker on a table in the establishment and the guest will scan the

menu with their smartphone. use this technology so that the guest can pay for the order using a smartphone.

The QR code can contain various information: menu, delivery conditions, restaurant history or personal loyalty card data. With the help of the code, you can also create a calendar note with a promotion or event that will be held at the establishment, or you can simply redirect the visitor to the feedback page.

There is another practical application of codes. For example, Poster's latest integration with an app that helps guests summon a waiter or request a bill after scanning a QR code. Place a sign on each table or stick stickers on the menu. Visitors can scan the code using the camera and call the waiter or ask for the bill in the browser window.

Franchises. More establishments opened under franchises. Beginning entrepreneurs do not want to risk their project, so starting a business based on a successful and stable model looks much more attractive, which is confirmed by the statistics of open public catering establishments.

Monoproduct. Less than universal restaurants "sushi - pizza - hookah - karaoke". Guests increasingly prefer such establishments to narrowly focused cafes, pizzerias or hookah bars — places where their favorite dishes are prepared really tasty.

Fewer and fewer people are willing to settle for average quality in such supermarket restaurants, often for the same money as in cozy, atmospheric establishments. Hence the conclusion that it is worth focusing on monoproductions : burger joints, pizzerias, etc.

Pastries and sweets More bakeries and confectionery. Fresh baked goods are in demand all year round, and such establishments can be located both in residential areas and on central streets with high traffic.

Craft drinks and food. Interesting and fresh "craft" trend in everything: tableware, glasses and drinks. This is not only a fashionable phenomenon, but also a creative approach to reducing costs. The prices of imported products in Ukraine are constantly increasing, and by the end of 2021 the difference has already become almost 3 times. A few years ago, restaurateurs who wanted to stay in the market reviewed their menu

options and tried to switch to those products that they could afford under the new conditions.

The fall of national currencies led to the internal reorganization of restaurants and active reworking of menus. But it became the reason for the transition to local products, and not only economy, but also the premium segment.

Local products are a great alternative to imported counterparts. If earlier restaurateurs rarely looked in the direction of local farmers, now is their time. Taking into account unsustainable prices, the previously inflated prices of local manufacturers now look like extremely profitable cooperation.

A large number of new breweries appeared and even craft brandy, whiskey, gin and, of course, tinctures, many different types. Nowadays, only the laziest person does not add a couple of types of strong "homemade" alcohol to the bar menu. The tinctures themselves are most often made on the basis of vodka or the same craft whiskey with the addition of various juices and syrups. They are served both hot and cold, depending on the season. The cost of such a portion of 50 grams is 5-6 hryvnias, and in the menu they are displayed in the region of 35-50 hryvnias.

National and regional cuisine. A trend that has firmly settled in our country. In many cities of Ukraine, restaurants of national and local cuisine are opened in rather interesting interpretations: coffee shop, pub, pastry shop and fast food.

Georgian cuisine is particularly popular. Almost every second restaurant of national cuisine opened in 2021 is Georgian. Khachapuri, khinkali, suluguni in pita bread, dolma, lobio, khinkali and kharcho — all of this is very tasty, understandable to the guest and easy to prepare from local products in our countries.

Now is a good time to open a small family friendly restaurant with delicious food. For example, how a family from a small town in Kazakhstan did it, the story of opening a cafe The Meringue. Due to competition and rent increases, trendy "designer" restaurants, where interior designers made their names, rather than chefs, are gradually leaving the market. In the days when investors were still able to pay for it. Now people are not ready to take such risks.

Robotization in restaurants. For some reason, many believe that robots are still a distant future. In fact, it is not quite so. Now robots are divided into:

front of the house - work with guests;

back of the house - close tasks in the kitchen.

There are still more examples of the latter: robotic arms frying burgers (Miso Robotics), or machines that prepare salads to go (Spyce). Such technologies make it possible to achieve the same product quality in network establishments. Robots for work in the hall are still used less often and are very strange. For example, in the company Bear Robotics is a robot that replaces busboys in restaurants.

Robotics is seen as one of the most effective methods of solving the personnel problem in the future. It is not about replacing people with AI, but rather about optimizing the most understandable areas of employees' work.

Robots for the hall are still used less often. One of the latest novelties presented at the last NRA Show in Chicago is the Penny 2 robot (Bear Robotics). He knows how to move through narrow corridors, navigate in a crowd, deliver food and pick up dirty dishes. The new model has a tablet with which you can take orders and communicate with the guest.

That Food Company plans to launch in Los Angeles the world's first fully automated restaurant on wheels with robots and technology to prepare food and take orders. In Ukraine, the situation with technologies is not developing as quickly as in the USA: self-service kiosks and robots are still far from a mass phenomenon.

However, many establishments already work with cloud accounting systems, waiters use a smartphone or tablet instead of a notebook with a pencil, and there are screens with orders in the kitchens.

Face recognition. Self-service kiosks can be smart: identify the guest by face, offer him to repeat the previous order, and then automatically deduct money from the card. For example, in experimental mode, Face ID works on the Cali network Burger.

Aggregators of suppliers. "From the farmer to the table". Guests who are increasingly thinking about a healthy lifestyle want to get quality local products and know where and how they were grown, how they were transported and how it all affects

the environment. Against the background of such changes in consumer behavior, marketplaces are emerging that connect farmers and restaurants with geographic reference. These are, for example, services such as Podfoods.

Trends in the restaurant business that have not caught on. One way or another, after all, innovations in the restaurant business in 2021 took place. But, despite the rapid development of technologies and their implementation in the field of public catering, not all of them found a response among the guests of the establishments.

Menu tablets on tables in full-service restaurants. One of the most controversial technologies of recent years. The same applies to applications inside establishments for calling a waiter to order dishes. Practice shows that the usual way of communication between the guest and the waiter will most likely not change in the near future.

Communication and feedback from a live person is important to people in establishments with table service. Perhaps with personalization and understanding of the context, timely recommendations, tablets on the tables are waiting for a second chance.

One Chat-bots for ordering or reserving tables a technology that was exalted to the heavens, but which so far has shown itself very poorly in practice. Yes, it looks interesting and technological, but at the same time it is still used very rarely, despite the fact that the messengers themselves have already firmly taken their positions in everyday life. We have very few institutions that are constantly "crowded", where it is really difficult to get into. Therefore, such services, which are in demand in the USA, such as table reservations and queue management in the establishment, when guests receive a message on their phone as soon as it is their turn, practically do not work here.

As before, there is no normal way to pay tips by card. This is largely due to the imperfection of legislation in this area. Restaurant trends in Ukraine. First of all, it should be understood that the automation of institutions in our country and in most countries of the European Union and the USA serves different purposes. For us, the use of any technological systems is considered primarily as an obligation: for example,

compliance with the PRRO for a restaurant and sending fiscal checks to the tax office to ensure compliance with the law.

Fiscalization. In many foreign countries, there is no fiscalization and strict requirements for the management of the institution, so the technology market there follows a different path. Due to the heavy load on establishments and almost complete cashless payment, the best developed systems that optimize the speed of guest service are queue management services (wait list), deliveries, table reservations.

Where the problem of theft is practically irrelevant, establishments do not keep records as carefully as our restaurateurs. No one kills the recipes, the inventory is carried out infrequently. The least attention to accounting – more to the speed of service and loyalty.

Accounting systems. According to the US National Restaurant Association, 81% of restaurateurs in America today use any POS system or cash register. In Ukraine, this indicator is much lower, but there are fewer and fewer cases when an institution is opened without any accounting system. Institutions use mobile POS systems on tablets or stationary "box" options. Such systems allow you to optimize processes, minimize theft and reduce costs thanks to better control over the movement of goods and funds.

Food delivery from restaurants and cafes. This trend is developing in our country faster than others. For example, in 2018, a Spanish startup entered the Ukrainian market Glovo, and already at the beginning of 2019 – Uber Eats. In the realities of quarantine, delivery is what brings most of the profit to establishments.

Personalization and loyalty programs in applications. Restaurant marketing activities and loyalty programs are increasingly going into applications. In late 2018, McDonald's and Starbucks rolled out app-only promotions for the first time, while Burger King also tied them to geolocation : the network distributed free sandwiches to anyone who downloaded their program while standing within 200 meters of the main competitor – McDonald's. The promotion made the Burger app King is the most downloaded.

CHAPTER 5. CURRENT TRENDS AND DIRECTIONS OF DEVELOPMENT OF THE TOURISM INDUSTRY

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5.1 BUSINESS TOURISM IN MODERN CONDITIONS OF THE INTEGRATION ENVIRONMENT

Business tourism is one of the most promising areas of modern travel. It is of great importance for the development of the economy and the entire national economy of the host country. An important factor is the fact that about 100 million business trips are made annually in the world [74]. According to WTO experts, the share of business tourism in the world is already almost 20%.

In particular, almost 50% of the revenue of aviation companies and about 60% of the revenue of accommodation companies is the service of tourists of this category [75]. It should be noted that the sphere of business tourism accounts for about 400 billion dollars. USA with almost 6.5 trillion. dollars USA worldwide turnover of tourist business. It is worth noting that, according to the forecast of the World Tourism Organization, in the next ten years, the turnover of business tourism will increase almost fivefold - from 400 billion dollars. USA up to 2 trillion dollars USA, and the number of business tours will triple - from 560 million dollars. USA up to 1.6 billion dollars. USA. [76].

It is important to note that business tourism is complex and multifaceted. About 73% of its volumes are corporate travel (corporate travel) - these are individual business trips for participation in the events of industrial and trade corporations. Business tourism also includes incentive tourism (the so-called MICE tourism, where Meetings are meetings, Incentives are incentive events, Conventions are conferences, Exhibitions are exhibitions), which is designed to "dilute the routine" of business communication, combining business with entertainment , and can be a motivation-reward for employees. In particular, MICE events consist in serving the business activities of enterprises (advertisement of goods and services, exchange of experience, preparation of contracts, etc.), i.e., these are steps towards the future, or the performance of auxiliary functions (encouraging the best employees). Tours for the

purpose of participation in conferences, seminars, congresses, under the auspices of economic, scientific, political, cultural and other organizations, make up more than 16% of the market of business tours. Also, about 11% of the volume of business tourism is travel for the purpose of visiting specialized industrial fairs and exhibitions [77].

It is worth noting that at the moment, Europe occupies a leading position in terms of visiting business tours from all over the world, and also spends and receives the most funds from this field of tourism [78]. However, in terms of growth rates of business tourism, it is inferior to other tourist macro-regions of the world. The most popular are business trips to various congresses, exhibitions, conferences. European countries are the largest producers of business tours, in particular: Germany, France, the Netherlands, Italy, Great Britain, Spain, Sweden, Switzerland. A large number of official trips are made to Belgium and especially to Brussels - the capital of the European Union and the headquarters of NATO.

The main field of business tourism is the organization of conferences, seminars, symposia, exhibitions and fairs. Some researchers include the so-called "shuttle" tourism in this direction, which is engaged in by small wholesalers for the purpose of purchasing or selling popular goods. Such short-term trips can be made within the country or outside its borders. Experts also include intensive tours in business tourism. By the term "intensive" we mean stimulating, encouraging or motivational trips, that is, trips in the form of incentives that can be obtained as a result of achieving success at work are considered intensive tours [79]. Such tours were started in the USA in the 1960s, after 15-20 years they gained popularity in Europe, and soon in some Asian countries.

In the field of business tourism, two segments can be distinguished: business trips of a classical nature (KDP) and the segment (MICE). The abbreviation MICE stands for: Meetings - M (meetings), Incentives - I (incentive events), Conventions - C (conferences), Exhibitions - E (exhibitions) [80].

The main functions of MICE events are to serve the organization's business activities, in particular, there is an exchange of experience, a presentation of goods and

services, and the preparation of future contracts. Auxiliary functions - motivation and encouragement of employees.

The concept of MICE travel is much more complex than organizing classic business trips. Special organizing companies are invited to plan MICE events. The main difference between MICE events is a large number of participants, while classic business events are characterized by a small number of participants. Therefore, sometimes classic business tours are individual and usually their organization is much easier.

Business tourism is a business system that includes:

- ❖ client companies that send their employees to various business events;
- ❖ organizations in the field of MICE;
- ❖ companies that provide separate services (airlines, hotels, car rental companies, etc.);
- ❖ tour operators in the field of business events.

The multi-vector nature and belonging to different spheres determine the classification of business tourism in accordance with individual areas of its planning.

Scientific direction	Political direction	Commercial direction	Professional direction	Social direction
<ul style="list-style-type: none"> • conferences • congresses • seminars • symposia • forums 	<ul style="list-style-type: none"> • congresses • visits 	<ul style="list-style-type: none"> • fairs • exhibitions 	<ul style="list-style-type: none"> • business trip for the purpose of professional development • intensive tours 	<ul style="list-style-type: none"> • meetings • meeting

Figure 1. Classification of business tourism,

**Source: created by the author based on [81].*

The implementation of business tourism can be implemented in such directions as scientific, political, commercial, professional and social. Depending on the target interest of the participants, the direction of conducting business activities, the programs

for the formation of business tours will be different and must take into account the specifics of the implementation of the planned business tasks.

The main element of any business trip is meetings and activities according to the formed program, which must be planned in advance. Business tours should be organized in such a way that elements of cultural and excursion programs are combined, which would, in turn, interest a specific client. Therefore, the purpose of business tourism is to combine the implementation of business tasks with rest. Accordingly, travel agencies form and offer their programs to solve the client's business affairs and complete his rest.

Companies that develop congress tourism consider the development of international cooperation necessary, consider interesting formats for organizing conferences, carefully prepare for receiving delegations from different countries of the world, plan seminars, take care of effective planning and organization of corporate events, conduct various congress tours.

In today's conditions, the significant dynamism of the business travel market is marked by congress and exhibition tourism. Interest in symposia, conferences, seminars, as well as exhibitions and fairs is noticeably growing in the world. The main participants of business events take an active part in the forums in order to obtain relevant information, meet with colleagues and exchange their thoughts or opinions, conduct business negotiations or simply change the usual situation and participate in the proposed cultural events of the program.

The peculiarity of business tourism is the relationship between tourists and professionals - organizers of business trips. The main groups of business tourism participants include:

- ❖ tourists;
- ❖ providers of tourist services (accommodation and food establishments, transport companies, facilities for holding events, entertainment);
- ❖ meeting managers who must carefully plan business events and solve organizational issues.

They determine the content and goals of meetings, conduct negotiations, provide financial control, and also make decisions about unforeseen expenses.

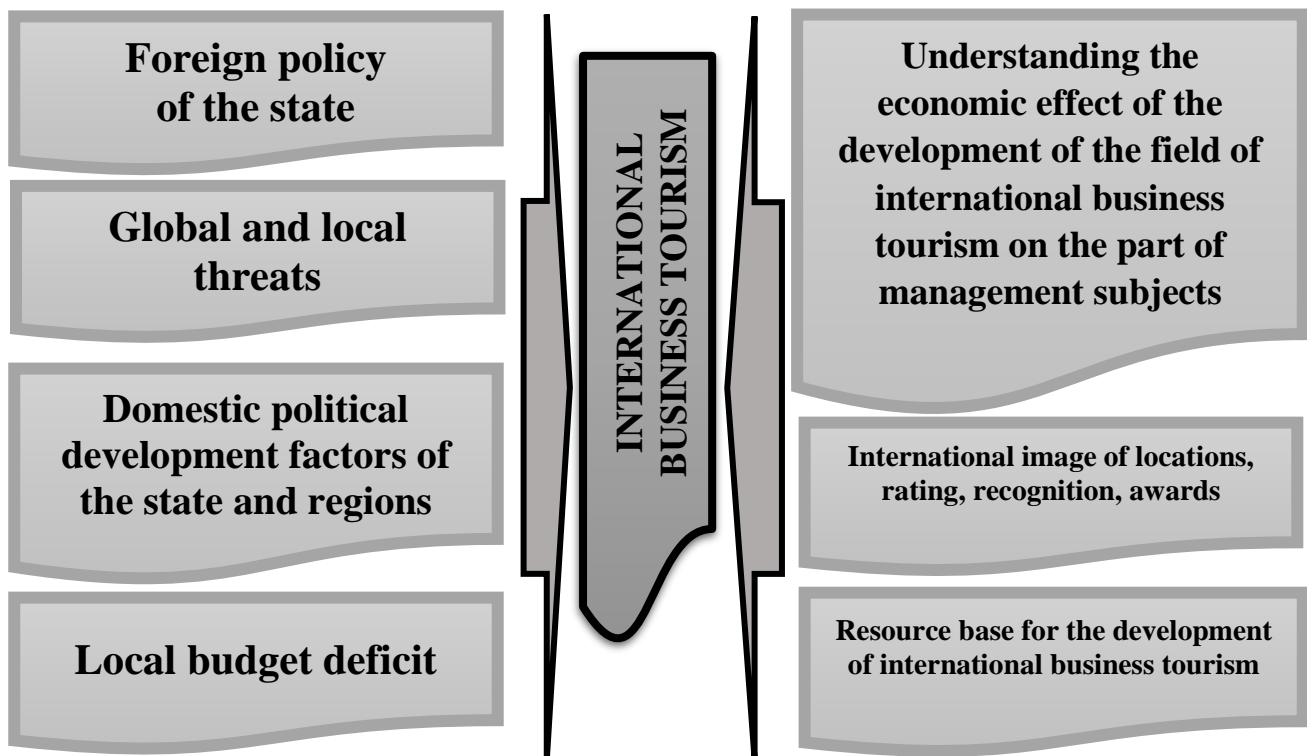


Figure. 2. Development factors of international business tourism

**Source: created by the author based on [82]*

Functions of organizers of business trips can be performed by internal departments of any corporation, independent specialized companies or travel firms. In recent years, there has been a trend in the USA and Canada to engage independent organizers or meeting planners (private companies) to organize business events. Therefore, many American firms changed their internal organizational structure, abandoning internal corporate departments for planning business meetings [83].

So, business tourism is a type of tourist activity, the purpose of which is the planning and organization of business events with a combination of elements of cultural and entertainment programs.

Business tourism is multifaceted and complex. Corporate travel in its structure occupies approximately 73%. Tours that take place for the purpose of participation in seminars, congresses, conferences under the auspices of various economic, scientific,

political, cultural and other organizations make up more than 16% of the market of business tours. Also, 11% of the volume of business tourism is accounted for by trips aimed at visiting specialized industrial fairs and exhibitions [84].

It should be noted that Europe, which spends and receives a lot of money in this field of tourism, is the leader today in terms of visiting business tours from all over the world [92]. The most popular business trips for the purpose of visiting various congresses, exhibitions, conferences. In this context, European countries implement the most business tours.

In modern conditions, congress and exhibition tourism demonstrates significant dynamics in its segment of business tourism. Interest in conferences and symposia is growing rapidly, which is of interest to both businessmen and scientists seeking new ideas.

Considering Ukraine in the field of business tourism, we note that international and regional fairs, exhibitions, etc. are also organized within the state. The most popular tourist centers are the International Tourist Salon "Ukraine" in the city of Kyiv, the international tourist fair-exhibition "Black Sea Odyssey" and the International Tourist Exhibition "TourExpo" in Lviv, which contribute to the development of business tourism not only within Ukraine, but also internationally levels [85].

Tab.1

Prospects for the recovery of tourism according to the data of specialized
organizations

Organization	Criterion
Global tourism losses due to the COVID-19 pandemic	
UNWTO	The number of tourists arriving from international destinations: – 1.5 billion people in 2019; – 380 million people in 2020 (74% drop). Expenditures of foreign visitors: – 1,466 billion dollars. USA in 2019 - 536 billion dollars. USA in 2020 (a third of last year's figure). Income from international tourism: - approximately 1.5 trillion. dollars USA in 2019; - approximately 570 billion dollars. USA in 2020 (a drop of USD 930 billion, which is 36% of last year)
ETC	The number of tourists arriving in Europe: – 746 million in 2019; 236 million in 2020 (70% drop) Spending by foreign visitors in Europe: 572 billion dollars. USA in 2019; 236 billion dollars. USA in 2020 (down 60%)

Continuation of tab. 1

WTCF	The number of tourists arriving from international destinations: – 1.5 billion people in 2019; – 487 million in 2020 (a drop of 65.2%) Income from international tourism: – 1.79 trillion. dollars USA in 2019; - 0.56 trillion. dollars USA in 2020 (down 68.7%)
Development prospects after the pandemic	
UNWTO	60% of experts point to a recovery in 2022. The other 40% see a potential recovery in 2021, mostly during the second half of the year. The international tourism industry is expected to take 2.5 to 4 years to reach 2019 levels.
ETC	A gradual recovery in Europe is possible in the second half of 2021. The number of tourists arriving in Europe will reach the level of 2019 by 2023-2024. Travel within the host countries in Europe will reach the level of 2019 in 2022.
WTCF	The number of tourists arriving from international destinations will reach 968 million people in 2021 – an increase of 69.3% from the level of 2019 (1.5 billion people). Revenues from international tourism will reach 1.27 trillion dollars. USA in 2021, or 70.7% of the level in 2019 (1.79 trillion USD).

Source: cformed on the basis of [86]

The organization of business trips is actually marked by complexity, but some Ukrainian companies are mastering this direction of tourist activity and are starting to engage in business tourism. Every time their professionalism grows, competence develops and relevant experience is gained. Therefore, there are companies that are engaged only in business trips and holding exhibitions, seminars and conferences abroad, or specialize only in intensive programs.

Numerous exhibitions and various business events are held in individual regions of Ukraine every year. Among them, the most popular and largest are the Ukrainian Business Forum, Big Money Forum, and Business Concentrate. One of the most popular symposia in Kyiv is the International Symposium on Biological Threat Reduction (formerly known as the Regional Scientific Symposium within the One Health concept). Such events in the form of symposia, exhibitions and conferences create an opportunity for organizing business tours. Therefore, business tourism in Ukraine is a promising area of development of the tourism industry.

However, there are obstacles in Ukraine that hinder the rapid development of tourism in general and business tourism in particular. With regard to tourist facilities and tourist infrastructure facilities, we have not harmonized standards and technical

regulations with European standards; often the infrastructural and information arrangement of tourist facilities does not meet modern requirements. In Ukraine, there is not enough qualified personnel in the field of tourism.

Therefore, the main tasks of overcoming obstacles on the way to the development of business tourism in Ukraine should include:

- ensuring the effectiveness and effective implementation of tasks of the state standardization system in the field of tourist activity in accordance with Art. 18 of the Law of Ukraine "On Tourism";

- search for sources of investment for arranging tourist infrastructure;

- construction of modern hotels with conference halls and business class rooms.

Foreign businessmen consider the options of first-class hotels, the mandatory component of which is a diversified business center, which should provide many business services;

- creation of personnel training programs for the maintenance of congresses, conferences, forums or seminars;

- establishing partnerships with foreign business tourism entities and gaining experience in conducting business events.

The implementation of such tasks will enable our state to better position itself in the field of business tourism development, skillfully use the potential in order to take the position of a business country at the world level.

So, business tourism is one of the directions of tourist activity, which consists in organizing business events with a combination of leisure elements. In recent years, Ukraine has been strengthening its position in international business cooperation. A significant improvement in the tourist industry of MISE is observed. Studying the trend of business tourism development in certain regions of Ukraine, we see an increase in the total number of tourists who make business trips and use the services of tour operators and travel agents. The centers of business events, meetings and business interests of Ukraine are Odesa, Dnipropetrovsk regions and Kyiv. Symposia, exhibitions and conferences, international and regional fairs, which are periodically

held in certain regions of Ukraine, create prospects for the development of business tourism.

However, COVID-19 caused a reorientation of business tourism to the remote online format of business events, conferences, and symposia. The number of business tours is sharply decreasing, elements of leisure and well-being, which are a feature of business tourism, are being lost. In such conditions, the state should encourage safe travel, promote awareness among tourists, develop health insurance, and take care of the country's image both regionally and internationally. The ability to overcome obstacles, adapt to today's conditions and implement the main tasks will be able to restore the active growth rates of the industry and provide business tourism with key positions in the structure of the tourism industry.

5.2 TRENDS OF THE DEVELOPMENT OF MEDICAL TOURISM

A significant number of patients may face great difficulties in the process of receiving medical services, which are due to some negative aspects that are common to all health care systems. Representatives from developed countries, as well as countries whose economies are just beginning their development path, point to very low ratings of the health care sector.

Having analyzed the views of citizens living in English-speaking countries, such as Australia, Great Britain, Canada, the USA, it should be noted that the relatively equal level of dissatisfaction with health care, which is also noted in Ukraine, is despite the fact that the models of all the above countries have significant differences. This attitude of the population to the medical services offered to them leads to the emergence of a significant unrealized demand for health care services, which cannot be satisfied within the limits of the national health care system [87, p.81].

One of the main reasons for the population's dissatisfaction is the unavailability of medical services necessary for them, due to the high price policy. As you know, a significant number of countries that carry out their activities in the field of medical

tourism and implement similar medical services at a lower price compared to the USA and Great Britain.

The economic crisis in the world has strengthened the need to reduce household expenses in most countries of the world, and in this aspect, the opportunity to save on treatment from 20% to 80% looks attractive. It should be noted that the not very high cost of providing services is typical for a much greater part of the post-Soviet states, primarily Ukraine, on the basis of this, significant advantages in terms of price policy are obvious [88, p.39].

It is worth noting that currently there are other reasons that determine the increase in the number of medical tourists at the regional and international level. First of all, patients' medical needs may be based on procedures that have been included in their chosen health insurance programs in their states (eg, cardiac and neurosurgery, plastic surgery, dentistry, transplantation). In addition, in the US there are situations when medical professionals refuse to provide services due to religious beliefs (for example, to terminate an unplanned pregnancy), and in many other countries, such as Ireland, Egypt, the UAE, Chile, abortion is prohibited by law . Citizens living in Canada or Great Britain have insurance at the state level, but have to wait for a long time, which can be up to two years, for an operation or other intervention by medical specialists.

Therefore, at present there is a high potential of unfulfilled needs of citizens in the medical field due to restrictions in the religious, socio-economic and legislative spheres in the process of implementing medical procedures, which are aggravated by the influence of the time factor and lead to an increase in the demand for the services of tour operators in the medical tourism market, since an alternative to a medical service in one's own country is its targeted receipt outside one's country [89].

In connection with the processes of globalization, the share of obstacles in cross-border trade in services has decreased and ensured an increase in the market for medical services provided outside the borders where the patient lives. During the provision of the specified services, there is a demand for other similar services that fall into this tourism sphere, namely: transport services, accommodation and food establishments. In general, these services can be considered innovative forms of health tourism.

The main factor in the development of a promising specialized direction of the tourism industry is the high potential of unfulfilled needs in the medical field, difficulties that may occur during the recovery and maintenance of physical or mental health. The mentioned development caused the emergence of medical tourism as a new type of economic activity. Short- and medium-term migrations of people, as well as cross-border migrations, the main purpose of which is to improve or consolidate the state of health (trips to the sea, to healing springs, to healing religious relics) have been known since ancient times. But, for some reasons, until our time, this phenomenon has not received much attention. The main such reasons should include the following: - the commercial manifestation of these trips until our time was an insignificant part of the general distribution of goods and services; - in the previous century, there was a small number of people who made medical and health trips, and they included, first of all, only rich people from countries that are actively developing, who had significant finances to pay for medical services in different countries [90].

A direct form of influence medical tourism on the social and economic development of the region is first and foremost all, an action that is expressed in the direct economic and social effect of arrival of patients in the region. It was determined that the effects of the direct impact of development medical tourism can be determined by the level of expenses of medical tourists specific area. The specified direct economic effects include: - increasing profits of tourism and medical enterprises; - increasing the profitability of the work of tourist and medical institutions; - increasing the wages of medical specialists and travel agents as a result of the arrival of patients; - increase in revenues to budgets at the local level; - growth of GVA of a certain region and GRP. And to the direct social effects of the development of medical tourism refers to: - a decrease in the level of morbidity, disability and mortality; - growth of new jobs in a certain region; - increasing the level of employment of citizens of a specific region; - increasing the list of medical services; - improving the quality of medical services [91].

Table 2.

Development factors of medical tourism

1	Modern fashion for health and movement, health needs to the consumer sphere;
2	Erasing differences according to the level of development of national health care systems;
3	Health care policy of developed countries;
4	Commercialization of health care and price differentiation according to a certain territory;
5	Crisis in the financial and economic sphere;
6	Demographic feature of the population;
7	processes
8	Gained practical experience in the medical field of developed countries of the world.

Source: cformed on the basis of [91]

The market of medical tourism has a clearly defined feature to increase, due to the fact that it is a competitive and highly profitable segment of the global services market, the development of which is determined by a certain list of objective factors. Accordingly, the strategic integration of Ukrainian regions with a high potential for the development of medical tourism services into the global tourism system is an important necessity.

The direct form of the impact of medical tourism on the social and economic development of the region is, first of all, the action that is expressed in the direct economic and social effect of the arrival of patients in the region. It was determined that the effects of the direct impact of the development of medical tourism can be determined by the level of expenses of medical tourists in a specific area.

The specified direct economic effects include:

- increasing profits of tourism and medical enterprises;
- increasing the profitability of the work of tourist and medical institutions;
- increase in the wages of medical professionals and travel agents as a result of the arrival of patients;
- increase in revenues to budgets at the local level;
- growth of GVA of a certain region and GRP.

And the direct social effects of the development of medical tourism include:

- reduction of the level of morbidity, disability and mortality among patients;
- growth of new jobs in a certain region;
- increasing the level of employment of citizens of a specific region;
- increasing the list of medical services;
- improving the quality of medical services [91].

Analyzing the indirect impact of the development of medical tourism on the social and economic system, it should be noted that it is generated by stimulating the development of areas related to medical tourism. This impact can be short-term or long-term in nature. At the same time, the short-term nature of the impact occurs during the patient's stay in a certain region during his purchase of additional goods and services provided by the economy at the regional level. And the long-term impact is carried out after economic entities receive funds from medical tourism and spend them in other areas of the economy to realize their next needs.

The indirect economic effects include:

- payment of taxes on received income from medical tourism services will support other areas of the regional economy;
- the development of medical tourism will influence the development of other sectors of the economy and types of tourism.

Mediated social effects include:

- reduction of the share of the unemployed population;
- development of the medical sphere of the state;
- ensuring appropriate development of the social infrastructure of a certain region;
- increasing citizens' awareness of the provided medical services;
- promotion of the opportunity to improve the physical or psychological state of health of citizens;
- improvement of professional qualifications of doctors;
- modernization of technical support for the provision of medical services;
- improving the quality of life of the population [92, p. 81].

Additional services of medical tourism are provision of leisure time and visits to cultural institutions, which allow the medical tourist to have a comfortable rest, get a

good impression and satisfaction from staying in a certain region. These services are aimed at realizing the cognitive function of tourism, organizing excursion services, visiting various historical places, observing natural phenomena. Accordingly, the development of medical tourism ensures the proper development of other types of tourism in a certain region [92, p. 114].

Therefore, the development of medical tourism is affected by the action of market forces, which stimulate a solvent demand, which is simultaneously provided by higher quality tourist services. In accordance with this, the arrival of medical tourists in the region chosen by them is ensured due to proper conditions for the provision of high-quality services at a high level and with a normal price policy. So, we note that the development of medical tourism generates a multiplier effect for the state. These services help the patient to get detailed information about this region, about socio-historical resources, schemes and maps of the selected region, transport highways, norms and customs that are characteristic of the area where the medical tourist will be. The increase in demand for these services is due to the peculiarity of some reasons for the patient's stay, which is due to the need to receive support and advice from relatives during the course of treatment.

As a rule, catering services are already included in the price of tours. In addition, medical tourists want to get acquainted with the peculiarities of the cuisine of the respective area, and visit restaurants, which allows the region to get additional income.

It is with the help of the development of medical tourism that the development of trade in a certain area takes place, since medical tourists who come to the relevant area buy souvenirs in order to leave a memory of it, which in this way motivates the self-employment of artisans of the specified region. Also, medical tourists often use other commercial services, which also allows the region to receive additional income.

According to studies conducted by experts, the share of costs for trade services is on average up to 20% of the cost of the tour.

In addition, the services provided by accommodation facilities are the most important component of medical tourism, because due to the treatment, which can last for a long time, determines the stay of the medical tourist for many days or even weeks.

The main condition for the formation of successful medical tourism is the creation of favorable conditions for accommodation and service, under which the medical tourist feels like a welcome guest and, it should be noted, is the main component for increasing the competitiveness of medical tourism.

The peculiarities of medical tourism include accommodation of a tourist in a medical institution in an inpatient department and with appropriate comfort, as well as the possibility of inpatient accommodation of a medical tourist in accommodation facilities of a certain region. According to the level of development of the hotel sector, you can get a clear understanding of the development of tourism in a certain region. The number and quality of accommodation for tourists indicates the tourist capacity of various medical institutions and the region as a whole.

First of all, it is necessary to note the presence of certain global information resources of a coordinating nature, which enable the development and effective cooperation of medical tourism entities on the world market. In particular, looking at the demand from consumers of health insurance services, the Global Agency INTMEDTOURISM as part of VERDYS Group International (London, Great Britain) has developed a simple and easy way of presenting information - the information and advertising portal of medical tourism intmedtourism.com [95].

The macro level determines the effectiveness of the state management system, as it affects and manifests itself in tourism and the health sector. The situation with reforms, the political and macroeconomic situation - all this will have a complex impact on the development of the medical tourism market in Ukraine. How the state forms its relationship to recreation facilities, historical and cultural facilities of state importance, and legal protection and provision of the rights and interests of citizens and foreigners, regulation of tourist destinations also become factors of influence. The main regulatory bodies of state power in the field of medical tourism are: Verkhovna Rada of Ukraine; Cabinet of Ministers of Ukraine; Ministry of Economic Development, Trade and Agriculture; Ministry of Culture, Youth and Sports of Ukraine; Ministry of Health of Ukraine.

At the meso-level in Ukraine, the activities of local self-government bodies, associative structures, citizen associations, cultural, educational and health care institutions are of great importance for the development of the medical tourism market. Thus, in Ukraine, in 2012, the "International Association of Doctors of Medical Tourism" (MALMT) was created - English. (International Association of Physicians in Medical Tourism), as a voluntary, open, independent, non-commercial association of doctors involved in the field of medical tourism and interested in improving public awareness of the possibilities of medical tourism [96]. At the beginning of 2020, the members of MALMT were doctors of various specialties, health care organizers, representatives of tour operators, insurance and auxiliary companies (total number of about 3 thousand members). In 2013, the Ukrainian Association of Medical Tourism (UAMT) was established in Ukraine, which in 2020 includes more than 100 domestic member organizations and 15 from other countries working on the national of the medical tourism market [97]. At the micro level, the resource capabilities of enterprises participating in the medical tourism market of Ukraine are of great importance. HR potential, financial resources, technologies and technical equipment, the quality of infrastructural support, innovativeness of entrepreneurial activity, marketing policy, informatization of activity - become the main factors of competitiveness and dynamic capabilities of companies and, accordingly, the power of the market as a whole [98]. At the personal level, the financial capabilities of Ukrainian citizens, as well as the culture of their work and recreation, which will be manifested in the spheres of tourism and consumption of medical services, are of primary importance. In accordance. taking into account the above factors, which in the future will shape the state of development of the medical tourism market in Ukraine, allows us to develop certain measures for its optimization (Table 2).

Tab. 2.

Measures to optimize the development of the medical tourism market in Ukraine

Administrative level of measures	Subject of execution	Content of events
Global	International organizations, regional associations, associative structures and other global entities	Popularization of the development of medical tourism in the world. Strengthening of forms of international economic integration. Protection of the development of medical tourism in Ukraine.
Macro level	Bodies of state power (state bodies of legislative, executive and judicial power)	Liberalization of visa and border procedures. Formation of the system of information and marketing support of the market medical tourism. Promotion of the protection and development of recreational, historical and cultural objects of state importance (legal, financial and information support).
Mesolevel	Local self-government bodies, local communities, associative structures, centers regional development	Adaptation of the information and marketing support system for the medical tourism market. Service recreational historical and cultural objects of regional significance.
Micro level	Companies, firms, enterprises, associations of enterprises, trade industrial groups, TNCs, organizations	Administration of the market information and marketing support system medical tourism. Attraction of tourists in destinations for the placement of recreational, historical and cultural objects of regional importance.
Personal level	Tourists, escorts persons, local population	Informing and carrying out tours, communication processes, calculations.

Source: cformed on the basis of [94]

At the basis of measures to optimize the development of the medical tourism market in Ukraine, the main direction of action should be the design and implementation of a new service system for medical tourists.

The proposed service system for medical tourists in Ukraine can unite and coordinate the activities of all participants in the medical tourism market based on the application of positivist principles: scientificity, rationality, voluntariness, systematicity, integration, cooperation, specialization, delegation, etc. In Ukraine, the need to develop such a system has already matured, which would comprehensively activate the development of the domestic medical tourism market [99]. The initiative for its creation has already been formed at the micro level (enterprises) and is communicated by meso-level subjects (heads of associative structures and local self-

government bodies) to the macro-level (in particular, government officials and the President of Ukraine).

In our opinion, the main structure-forming subject of this system should be the national information and marketing center (a commercial structure that should be formed on the basis of a mixed form of ownership - state and private). The information and marketing center should infrastructurally ensure the positive development of the national medical tourism market in Ukraine, thanks to: software development, site (portal) administration, information, communication, document management, coordination of the work of all other structural elements, promotion of medical tourism services in the mass media and Internet spaces, accompanying medical tourists, etc. Information and marketing centers should become market representatives of recreational enterprises of Ukraine, which are the main providers of medical services.

Recreational enterprises include such entities as: bases and other recreation facilities, rest houses, boarding houses, boarding houses, children's health and recreation facilities, children's camps, clinics, hospital facilities (hospitals), medical (outpatient-polyclinic) institutions, medical centers, sanatoriums or boarding houses with treatment, preventive sanatoriums, hospitals, research institutes, private doctors.

In the 21st century measures to form the entrepreneurial potential of enterprises operating in the field of tourism and hospitality should be innovative in nature and take into account not only existing local examples of innovative developments in Ukraine, but also scientific and technical achievements and forms of their implementation in the international environment [100].

At the same time, it is necessary to take into account the peculiarities of the activities of enterprises in the market of medical tourism: subjective: consumers of recreational services are only certain segments of the population, there is no system for evaluating the quality of recreational facilities and provided recreational services; resource: recreational enterprises are concentrated near certain centers of gravity on the basis of unique natural resources; process: enterprises are very dependent on the image of destinations and the recreational brand; binding: the implementation of this type of economic activity has sufficiently strict legal regulation and entails a certain

responsibility in the medical field, but there are significant gaps in classification of sanatorium-resort organizations, a weak associative and infrastructural connection is observed.

For enterprises that operate on the medical tourism market in Ukraine, in the field of management and development, it is advisable to pay attention to such issues as: expansion of business forms, transformation of the corporate concept of business, transition to effective business models and business platforms taking into account global factors of social development, which have a significant impact on the medical and tourism industries. .

Complex solutions of enterprises in the medical tourism market of Ukraine may include the following measures:

- location of new enterprises near historical and cultural tourist destinations visited by tourists;
- active use of marketing communications (advertising, public relations, sales promotion and personal actions of personnel) in the locations of historical and cultural tourist destinations, which are actively attracted by tourists;
- placement of enterprises within new natural, anthropogenic and man-made objects;
- activation of the creation of specialized medical centers capable of providing both comprehensive and specialized medical services along with preventive, recreational, rehabilitation and related services in the field of tourist services;
- expanding the range of medical services for domestic and foreign tourists (including palliative care);
- informatization of the system of promotion of medical tourism services using Internet technologies;
- application of SMART-learning technology in personnel management;
- application of the potential of prosumerism to intensify the marketing activities of enterprises;
- spread of new forms of cooperation between domestic and foreign medical and recreational enterprises and tourist companies in the field of service promotion;

- formation of a system of cooperation between state authorities, local governments, scientific institutions, educational institutions, enterprises and associative structures in Ukraine and abroad in order to stabilize the flow of human and financial resources;
- development of social entrepreneurship (as an economic activity that combines a specific economic, social and management feature) to solve local problems and projects.

5.3 TOURISM INDUSTRY IN THE AGE OF DIGITALIZATION

Among the market risk factors, the following can be distinguished: a decrease in the domestic market, a drop in market demand, an increase in the supply of substitute goods, instability of the financial and currency markets, insufficient liquidity of the stock market [93].

Digital transformation trends are now seen in abundance in various industries such as healthcare, banking, media and entertainment. However, the field of activity that has definitely been turned on its head is the hospitality and tourism industry. The reasons for this are not hard to explain, as the travel and tourism industry was one of the earliest adopters of digital transformation. It is no coincidence that tourism has become the type of business activity in which e-commerce has achieved impressive success.

Tourism is a complex of services required by tourists away from home, and is considered as an information-intensive sector. Formation of decisions in the tourism industry is associated with an extensive dynamic search for information. Customers not only collect information to make a choice, but also compare the choices they have already made. Thus, the relationship between information and communication with tourism has been very close since the dissemination of information in the tourism sector. Since the introduction of computerized booking systems in the early 1960s, information and computer technology has become a fundamental part of the tourism industry. Nowadays, with the dominance of Internet-enabled devices, they form a significant part of the decision-making process of tourists.

The tourism sector is highly fragmented and components such as transportation, accommodation, restaurants and catering, and personal services face many challenges and opportunities when it comes to digitalization. There are differences in human resource capabilities, unequal levels of access to financial and non-financial resources, different levels of awareness and digital skills. Digitalization provides the tools, frameworks and technologies to create or add value to tourism products and experiences, but the success of this undertaking depends on the ability of the tourism sector to share, learn and collaborate.

The tourist destination today has a high digital potential. Digital capability is the excellence in processes, practices, and customer relationships enabled by digital media and infrastructure. Digital technologies can be used as the ability to provide destination information, share information, be aware of context, and be able to share experiences. The exchange of information opportunities should be carried out in two ways: from the destination and its stakeholders as suppliers and from tourists as customers. Context-awareness capabilities are the provision of attractiveness or proximity to objects, the ability to provide travel information directly (in real time), and the ability to determine the user's travel itineraries. While the latter feature allows you to record information for travelers for future use .

Digitalization offers tools and technologies to create and add value to tourism products and visitor experiences, but these can only be successful if they are based on a strong tourism sector. These fundamentals include an industry that is well connected, that shares similar strategic values with the ability to share information, create and maintain favorable mentoring and partnership opportunities, and create opportunities for learning, reflection and growth.

Tourism is one of the industries that is most dependent on digital development. Hotel complexes are among the first to use digital tools in their practice to engage their consumers and ensure that their customers have the opportunity to get the best choice away from home. In order to operate successfully and stand out from the rest of the tourism market, players in the tourism industry are always looking for the latest and

greatest ways to be customer-centric to satisfy their target audience. Digitization is one way to gain these competitive advantages.

The modern tourism market cannot be imagined without the concept of e-commerce, which is defined as the activity of selling and marketing goods and services through an electronic system, such as, for example, the Internet. It includes electronic data transmission, distribution management, internet marketing, online transactions, data changes, online inventory of control systems in use, and automated data collection. E-tourism is a part of e-commerce and integrates fast-growing areas such as telecommunications and information technology into the hospitality and management industries. The specificity of e-tourism activities implies the presence in the virtual space through a specialized portal of tour operators, travel agencies and other entities with interests in the field of tourism. The phenomenon itself has implications for both the travel consumer and travel agents. E-tourism offers the end user timely access to information, online booking (hotels, transport, etc.) and cashless payments.

In order to book an air ticket back in the 1950s, it would have taken 90 minutes to manually process the booking, and the ticket would have cost more than today in real terms. In today's IT age, where bookings are confirmed in a fraction of a second and an entire trip can be planned with a few taps of a finger, travel can be more accessible and convenient than ever before. Online sales now account for 40% of total travel product sales, up from 28% in 2012. Mobile travel sales have shown phenomenal growth from 2% of total travel sales in 2012 to 12% today. People are increasingly interested in booking hotel rooms, renting cars or buying tickets, tours and other products through their phones.

But the expanding information technology in the tourism industry is not limited to just planning a tourist trip with a few clicks on the screen of our smartphones or tablets. Digitization goes a long way in making travel more accessible and convenient than ever. For example, online travel portals allow you to compare and book hotels and plane tickets at prices that fit your budget.

Another excellent example in this regard is hotel reviews posted on travel portals by fellow travelers. These reviews are genuine and unbiased. They are crucial in

determining the popularity of a hotel. In fact, a survey conducted by the American travel booking website TripAdvisor showed that the average traveler reads 6-12 reviews before booking a hotel online.

Tourists around the world now have many localized and personalized options for where to stay, what to do and how to get around. One of the big advantages of digitalization of the considered sector of the economy is the possibility of data collection and analytics. Consumers want to feel special and expect personalization of service and experience. By collecting customer personal data and learning more about their behavior patterns, companies are increasingly optimizing services throughout the customer journey.

In order to improve the quality of service and customer loyalty, the Australian airline Qantas, in partnership with the unified customer data platform Umbel, has created a data center focused on customer preferences. Entertainment and services on board, as well as the booking and ticketing process in real time, are personalized. The smartphone app acts as a full-service travel companion that anticipates customer needs.

Social media, mobile devices allow marketers to interact with consumers and stakeholders on a larger scale than ever before. To remain relevant, it is necessary to move from the consumer model to the hosting model, from broadcast to engagement, and from marketing to management. Mobile platforms allow marketing organizations to interact with the visitor at all stages: from awareness to interest to booking. Digital social networks also allow you to reach a large audience. This social shift has turned content consumers into content producers, making the individual the backbone of any destination marketing strategy.

One of the main transformational forces in the tourism sector is the digital economy, which is driving a new phase of growth and development in tourism regions. Tourism is a key component of many countries and will continue to be so in the future. For example, there are more than 2.3 million tourism small and medium-sized enterprises (SMEs) in Europe, directly employing about 12 million people. A significant proportion of these businesses are relatively conservative in their business approach, and there are a wide variety of challenges associated with the introduction

of information technology into travel companies. The difficulties and obstacles faced by SMEs are largely related to their individual business circumstances. The cost, lack or unavailability of knowledge are key concerns. SMEs can see opportunities, especially in terms of better business practices and market expansion, and they are motivated to adopt digital solutions to improve their competitiveness, grow and expand their networks.

Digitalization creates many challenges for small and medium businesses, especially in terms of their practical potential. The companies themselves noted the problems associated with their lack of time, skills, trained personnel and knowledge. They note both the strategic and operational challenges associated with the choice and implementation of technologies, as well as the complexity of decision-making and how to navigate the digitalization space, which is of concern to them, especially given their tendency to conservative business practices. Participation in digital tourism is especially important in sparsely populated areas with tourism potential, where SMEs often face additional challenges. The diversity and complexity of tourism sub-sectors, the different challenges in urban, rural and insular areas, as well as the challenges that manifest themselves in different institutional systems throughout the tourism network, represent the challenges of capacity building and regulation of digital tourism.

Changes in the provision of tourism services are noticeable every year more and more. Some hotels have implemented a fully automated check-in process, ditching face-to-face contact and relying on an electronic process to meet customer needs. Until recently, hotels had clumsy welcome folders on tables describing where to eat, what to see and what to do in the area. Today, hotels can provide all this information via applications and technologies. Guests can access information anytime they need it right from their phone in the form of an e-concierge. They can even access voice chatbots to open curtains, set an alarm, or order breakfast without even talking to a person.

Now guests can get a glimpse of a hotel, museum or tourist destination without even leaving their living room through virtual reality. The goal is to offer a preview of what guests will experience. It's not happening on a massive scale yet, but some major companies are offering guests the opportunity to experience at least a snippet of their

travel experience for those planning to visit a distant destination. Other destinations, such as the Museum of Modern Art in New York, already offer VR installations as part of their exhibits.

Automation and the widespread use of electronic technologies are becoming one of the most pressing challenges in the tourism industry. The creation of powerful computer systems for booking hotels and transport, excursion and cultural services, the introduction of new technologies in the field of tourism, information on the availability of trips, routes, the tourism potential of countries and regions - all these issues are very important for the current and future activities of tourism organizations.

The advantages of e-tourism can be considered the most effective way to communicate with target markets and disseminate information, a quick and easy way for consumers to buy a tourism product, as well as improving services for consumers, taking into account individual wishes. The service provider can offer a wider range of information about tourism products, while the user has direct access to information and the ability to purchase on the Internet.

It is important to take into account that digitalization in other sectors can indirectly contribute to the development of tourism and have a significant impact on its development. Creating and maintaining ongoing opportunities for hands-on learning, exchanges of experience and spaces of cross-sectoral creativity for tourism is just as important as the focus on digitalization.

CHAPTER 6. INNOVATIVE ACTIVITY IN THE RESTAURANT INDUSTRY

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6.1 THE ROLE AND ESSENCE OF INNOVATION IN THE RESTAURANT BUSINESS

Catering is one of the most promising and fast-growing sectors of Ukraine's economy. The turnover of the catering market is growing dynamically and is generally positive. At the same time, the dynamics of market relations is growing instability of the operating environment of enterprises, put forward a number of new management requirements, putting forward on the foreground of the problem of improving their efficiency.

Relationships between enterprises, organizations and these industries are formed on the basis of market laws, where conditions are dictated by the demand and supply of goods and services. In that at the same time, the basics of economic independence of enterprises and their responsibility for the results of economic activity, lead to the need to develop such an evaluation system goods and services offered on the market, which would ensure competitiveness, high efficiency and stability of their work. For the normal functioning of the market environment of any enterprise, including food companies, it is necessary to develop the following rules and methods of work that will help achieve cost-effective achievement of goals. They should allow: to determine the conditions of competitive advantage; consider interdependence of the main factors determining the supply and demand in this market segment; form such range of products offered to consumers and services that would ensure the systematic receipt of boot; provided the most rational use capital investments in enterprises.

Today, many restaurateurs are actively looking for new direct business development by diversifying it. Increasing competition and a high level of rental rates on premises, especially in large cities, change the usual development strategy for companies. The cost of business is increasing, so the steps of companies are becoming

more rational: they no longer seek to take any place in center, as previously done for advertising purposes, and calculate the cost-effectiveness of each step.

Catering in Ukraine exists and develops in different socio-economic forms, so it is necessary to distinguish between the concepts of catering, as in the field of trade. The sphere of public catering except for public catering enterprises of various forms of ownership includes all forms of socially organized meals for the village in children's preschools, hospitals, rest homes, sanatoriums, tourist bases, etc. [103].

Catering as a sub-sector of trade covers enterprises of state, private, joint-stock and cooperative trade. The main task of these enterprises is to provide paid services to the population in the form of socially organized food.

Dividing the catering system into two sectors: municipal and commercial, we can identify the main trends in the development of this industry.

On the one hand, there is a reduction in the number of publicly available canteens, the practical absence of dietetic enterprises. The maximum share of state-owned catering enterprises are canteens at industrial enterprises, educational and higher education institutions, hospitals and other budget enterprises sector of the economy, such enterprises are closed or semi-closed, which means that their activities depend entirely on economic condition of the organization on the basis of which they are located.

On the other hand, the commercial sector presents a different picture. If we consider the activities of commercial organizations at the present stage, there are several characteristic periods of development of this sector of public catering. Each of these periods was characterized by its own specific features:

1. One of the most important functions of restaurant business at an early stage of development of the restaurant market in the first next was status, later it was replaced by great utilitarianism and differentiation. Otherwise We can say that the first restaurant renovations were created taking into account the interests and focused on quite a certain clientele - representatives of "wild business", criminalized structures, individual employees of foreign companies operating in the Ukrainian market, a small

layer of Ukrainian employees high-income enterprises. This situation was typical for both Kyiv and the Ukrainian regions period somewhere before 1995-1997.

2. Next, before the crisis of 1998 and after the restaurant the market is beginning to acquire more civilized features that are expressed primarily in the awareness of the restaurant services as more utilitarian and aimed at meeting food needs and just having a good time. Yes The situation becomes possible when a significant layer of people who are able to pay for a restaurant visit begins to form. This is what is called the average class. As soon as the restaurant service becomes mass, it is acquires more democratic features. In other words, out of a hundred, it becomes more mundane, and if not mundane, then at least going to a restaurant is no longer an event, solemn event.

3. After the August crisis of 1998, many catering establishments simply went bankrupt, and only fewer

half of those who existed before the default were able to survive difficult times. In such an economic situation most such restaurants turned out to be adapted, in which at the development of their concept initially managed to lay the "survival potential". The secret of such restaurants in the following factors:

- variable menu;
- low overhead costs;
- adjustable cost of meals;
- promptly forecast markup, which is adjusted under specific conditions;
- staff structure, etc.

4. Since 2000, the situation has changed dramatically and the restaurant business has begun to attract more and more investors from various fields of business. This is due primarily to with the attractiveness of this market in economic conditions well-being and huge opportunities to obtain stable income throughout its existence restaurant.

According to analysts, the main trends in the HoReCa industry in 2017–2020 will be [105]:

1. High growth rates. For the next two or three years they will remain at the level of 20–30% per year, and in some regions of Ukraine up to 60%. As a result, an increase is expected competition.

2. Growing demand for products of hospitality and entertainment enterprises. Now its rate is 3-5% per year and it is expected to increase. This is a consequence of the rising level solvency of the population, ie the quantitative increase of the middle class of society.

3. Increasing demand from potential guests. This is in line with a previous trend. It leads to the need to pay much more attention to quality improvement all aspects of working with guests. In this regard, staff and quality improvement are of particular importance enterprise management.

4. Increase in investment, both in total and and for individual projects. This causes not only quantitative growth of enterprises, but also quality. It necessarily need to take into account current market players.

5. Uneven development, as by market segments, and by territories. The democratic segment will grow at a faster pace, while the elitist segment, on the contrary, will grow at best, retain existing positions. The lower price level is likely to maintain the status quo.

6. Entering the market of new players from other types of business. This will increase competition. First, "at the bun", not burdened with the burden of "traditions" of the restaurant business, can make completely unexpected offers to guests. Second, it will exacerbate the staffing problem as middle and senior managers since new players tend to offer significantly higher pay.

7. Difficulties with legislation and interaction with the authorities. They are likely to remain in existence

state, because in this area quite clearly worked out all rules of the game, and revolutionary changes are not expected. The movement of business towards the exit from the "shadow" to the maximum is intensifying possible level. This can significantly undermine the position of those who will not start moving on time.

8. Inconsistency of prices and quality of service in comparison with world indicators. This is a situation with increasing competition and demands of potential guests will change rapidly in the direction of world indicators. Whoever starts earlier will undoubtedly win in terms of competitive advantage.

9. Development of new for Ukraine types of profile business. For example, today the growth of the corporate market food is 30% per year. It is mastered by Kate ring companies. Its potential capacity in the country is about 10 billion a year. Now it is not mastered more than 20%.

10. As the market grows, rental rates for restaurant businesses will increase. This is a fact due to another and corruption.

According to forecasts, the trend will intensify in the coming years in recent years - the growth of turnover in the segment of "fast food" - the most affordable - and different democratic formats in the middle price segment.

The crisis has contributed to the fact that the fashion for big waste and road rage has passed. Now buyers pay more attention to quality cuisine than the prestige and elite of the restaurant. The crisis gave

The catering market is a new impetus for development by shifting the demand for food to a cheaper segment. Entrepreneurial start of the restaurant business does the central figure of the entire investment process - the client of the restaurant (bar, cafeteria), meeting the needs of which all further actions are subject. The restaurant business is in constant search of the study and systematization of the obvious needs of man and seeks to meet them on a modern technological basis. On the other hand, the conditions of competition dictate to the restaurant business the need to shape in new tastes, habits and consumer preferences in the public consciousness. The restaurant business in this contributes to the formation of a new one culture of consumption and new needs [109].

The most important conditions for increasing turnover, and how the consequence of this increase in the efficiency of the restaurant is:

- study of consumer demand;
- expansion and updating of the range of own products production;

- carrying out of advertising actions and marketing research;
- organization of additional places for servicing divers in the summer;
- full and rhythmic supply of raw materials, goods;
- increasing the capacity of dining halls due to advanced forms of service, improving the mode of operation;
- provision of qualified labor resources, advanced training of employees;
- provision of equipment and its efficient use;
- raising the culture of service;
- introduction of new technologies of preparation of production catering;
- introduction of industrial production methods semi-finished products and increase the degree of security enterprises.

How to organize work and promote the restaurant on the market services so that the results of its activities are effective, depends on its individual characteristics: directions kitchens, pricing policy, design of trade halls, location, quality of service and a number of other factors. From the attractiveness of the restaurant for visitors, its attendance, the number of regular customers and, hence, sales of restaurant services.

Increased competition makes all modern business highly innovative. During the second half of the twentieth century. and the beginning of XXI there is an acceleration of the pace innovation and growth of innovation in all sectors of the economy, including the tourism sector and service.

The activity of any enterprise, including a restaurant, is a process of constant, continuous renewal, based on creative thinking and mastering the accumulated experience. It is always present in the activity of any firm element of the new: with a certain degree of novelty are those or other labor operations, updated style of work of me jer, etc. Mastering the new is an integral part of the routine work of enterprises and any non-profit organizations [105].

Restaurant automation allows avoid damage, but is not a panacea for all ills. And yet it is necessary measure to avoid. In general, thinking about the functionality of the automation system, it should be noted interesting trend: in addition to performing its direct functions, the system in the restaurants and business of the entertainment

industry is also element of status, the image of the institution, like the acoustics of the class hi-end or prestigious design solution.

The stages that a restaurant company goes through in the field of services on the way to innovation are shown in Table 2.1.

Table 2.1

The model of the sequence of events that precede change activities in the
restaurant business

External forces: Global competition, consumers, competitors, etc.	The need for change Assessment of problems and opportunities definition necessary changes in technology and services, structure enterprises and culture.	Internal forces Plans, goals, problems and need a tour companies.
	Initiating change Facilitating research, creativity, appearance new ideas in the organization of service delivery to the consumer.	
	Making changes Overcoming resistance	

**Source: created by the author based on [104].*

Table 2.1 shows that the main task of the enterprise it is the need to innovate. Improving the efficiency of the restaurant business through innovation management is associated with higher level of organization of current and strategic management aggregate flow processes in this area and can be assessed: by increasing the level of customer service by expanding the range and improving the quality of infrastructure restaurant services; decrease in total and specific costs of restaurant services.

Both of these criteria allow to increase the stability and profitability of enterprises both by increasing the rate of profit from the sale of final services, and by account of the mass of profit as a result of the more desirable for the client ratio "quality - price of service" and increase by on this basis the sales of these services.

The effectiveness of innovation management depends not only from their character and scale, but also from increase potential reserves in the restaurant business are subject to implementation through innovative logistics. For the demand for innovation management in the restaurant business objectively arises in two cases: when you need to maintain or restore the acceptable level of management in a changed situation; when

there is a need to raise the allowable, ie adopted level restaurant flow management, regardless of change situations (with the intensification of competition, the transition to an open system of combining the interests of the firm with public interests). In the first case, restaurant management business is often accompanied by their improvement information support, in the second – application more advanced (optimal) management methods with simultaneous improvement of information technologies. The general trends of their introduction and improvement in Ukraine allow us to speak of positive changes. The role of leaders in the field of multimedia and Internet technologies is firmly established in the restaurant industry services [104].

Innovation and competition have a close (direct and indirect) relationship and interdependence. Innovative stagnation is often associated with the underdevelopment of competitive forces, and vice versa.

Competition (as a struggle for the distribution of economic benefits) is increasingly associated with the emergence of new products and the creation of new markets, the use of new, more advanced technologies.

When conducting competition in the field of tourism, it is not necessary to take into account the division of the tourist market into primary and secondary. The primary market is related to the direction in which the tourism product is provided, and the secondary market is related to territory where this tourist product is sold directly tourist. Thus, the basis of competition in development tourism in the national territories is the primary market, for which competitiveness is achieved through introduction of innovations.

The goals of innovation and innovation development activities in the above market are:

- creation of competitive products and infrastructure;
- provision of services that meet international standards, to form an attractive image;
- creating a brand that allows you to attract a stable flow of tourists, and therefore contribute to the solution economic and social issues of the region and the population, living in its territory.

Innovations allow you to create and develop many lines and indirect benefits, increase the key competencies of entities and the market, improve its external and internal environment.

In this regard, the concept of "innovation competition ", which focuses on innovation as a means of achieving competitive advantage.

Competition in general and innovation competition in particular foster entrepreneurship and initiative in market participants, raises awareness of the role of innovation and focuses on gaining competitive advantages associated with their implementation.

Innovative competition in itself is a special case of competition when advantages are formed based on or using innovative advances and transformations.

In determining the essence of innovative competition in restaurants and other areas of activity can be used explanatory definitions: "competition based on innovation", "competition through innovation", "competition through innovation ", " competition in innovation ".

They reflect certain forms and elements of competitive competition in conditions of innovative competition. Competitors are fighting for markets for tourism products, service providers (accommodation, catering, transport companies), areas of capital, certain types of resources, etc. Such rivalry takes different shape and character.

Innovative competition in the field of public catering is presented as [103]:

- a long process with a dynamic state of the market and industry, associated with the rivalry of the restaurant business for achieving higher economic results activities compared to their competitors due to various benefits that are based on implementation innovation;

- the process of active competition between the subjects of the restaurant business with different market positions and organizational and legal form for the creation of conditions for dynamic and sustainable development through the implementation of results innovation activity.

The subject of competition - a product or service, with the help which rivals seek to win the consumer and his money.

To choose competitors from many bars, restaurants and other various catering establishments, it is necessary to dwell on such factors as the choice of national cuisine, quantity and quality of services provided, the level of advertising activity of the enterprise, location.

Any restaurant is a competitive establishment, because it has a fairly large range of alcohol products, coffee and tea drinks, snacks, salads, hot dishes, desserts, has a cozy atmosphere, where welcomes friendly staff, there is also a summer May danchik. Almost every restaurant has a good enough place location [105].

Competitiveness analysis is performed for seven parameters of food enterprises. Rating parameters is reduced to a table on a 10-point scale (Table 2.2): 10 points - the highest score, 1 point - the lowest score. Comparative analysis data are obtained as a result of a survey of experts (employees of these enterprises).

Also, when inspecting enterprises, a SWOT analysis is performed activities of the enterprise. Situational, or "SWOT-analysis" (first letters of English words: Strengths - strengths; Weaknesses - weaknesses; Opportunities - opportunities; Threats - dangers, threats), can be carried out as for organizations as a whole and for individual types of business. Him the results are then used in the development strategic plans and marketing plans.

Table 2.2

Competitors analysis

Indicators	Restaurant 1	Restaurant 2	Restaurant 3
The image of the enterprise			
Product of quality			
Variety of services			
Restaurant automation			
The level of advertising activity			
Location			
Level of service			
Average rating			

**Source: created by the author based on [109].*

SWOT analysis methodology involves first identifying strengths and weaknesses, as well as threats and opportunities, and further, establishing chain links between them, which in the future, they can be used to develop measures to consolidate strengths and eliminate weaknesses places, for formulating the organization's strategies.

Analysis of the internal potential of the restaurant complex makes it possible to determine its strong and weak business sides, allows to assess their relationship with the factors of the external environment; the main task of external analysis is to identify and understand opportunities and threats that may occur in the present or arise in the future. The list of weaknesses and strengths for each enterprise is purely individual, in fact it is a short, objective and fundamental characteristic of it.

When analyzing the effectiveness of the use of equipment, note that the equipment in the production cycle should be used evenly and economically. Most cooks prefer to use manual labor rather than tools mechanization.

Restaurants independently determine the assortment list in accordance with specialization, available raw materials, season and taking into account consumer demand. The formation of the menu and accounting for the movement of products is often carried out in the "R-Keeper" program.

For each dish, a technical-technological card (TTC) is developed to ensure the correctness of the technological process, the production of high-quality products, and to facilitate the calculation of the amount of raw materials and semi-finished products, necessary for the preparation of products. Process cards (TC) for garnishes are made separately.

When planning the release of food in a restaurant, the popularity of dishes is taken into account, that is, in larger quantities it is planned to release those dishes that are in demand among consumers more often than others.

For the further effective development of the restaurant business the following directions can be suggested [109]:

1. Implementation of a modern type of production process equipment.
2. Development of an effective system of discounts for consumers.

The development of an effective system of discounts - refers to one of the areas of sales promotion, defining specific methods and methods of interaction between the seller and the buyer, which push the customer to buy, in this case restaurant and its visitor.

3. Expansion of the public catering market share in city, due to the opening of a summer cafe. What will allow get an additional source of income and increase the restaurant's competitiveness. By implementing this measure in its activity, the restaurant will not only be able to expand its activities in the field of public catering services city, but at the same time it will be able to create favorable conditions for the rest of the townspeople.

The main trump card of the enterprise, which gives an opportunity to maintain occupied positions, there is an innovative technology for automating the restaurant's activities, which will be implemented on the company two years earlier than competing enterprises. The introduction of automation technology will allow to speed up customer service time, will give an opportunity make and implement management decisions more effectively and will provide the restaurant with a powerful competitive advantage over other players.

The R-Keeper software complex is a modern standard professional automation systems of public catering enterprises: restaurants, cafes, bars and other establishments, both individual and chain. With R-Keeper for restaurateurs available state-of-the-art tools for managing restaurants and points of sale, warehouse and production, optimizing personnel costs, as well as innovative technological solutions for organizing the efficient work of restaurant staff and managing guest loyalty: mobile terminals waiter based on Apple iPod Touch, virtual guest card, electronic menu on an iPad tablet, cash register stations with an additional screen for the guest, an intelligent event video control system for the cash register area, a system of automatic table reservation, CRM system, remote restaurant monitoring system, service automation system deliveries, warehouse automation system and others.

Full automation of the public catering enterprise is provided by two software levels: cash register and managerial. The cashier (operational) level ensures the automation of

the sales process and the formation of the database sales data. Managerial level (restaurant office) responsible for the creation of directories, distribution of access rights, various adjustments of the checkout level, installation report parameters and settings, development and implementation marketing programs, ensuring the necessary interaction with other systems.

To automate warehouse accounting in the R-Keeper system the StoreHouse program is used, which allows you to fully control the production management process in restaurants, cafes and fast food restaurants.

Compatibility of StoreHouse with the accounting system 1C: Accounting allows the user on the basis of documents StoreHouse automatically creates a log of operations and a log of postings in 1C: Accounting. A specialized OLE server provides 1C:Accounting with direct access to StoreHouse data, which simplifies the interaction of these two programs.

The R-Keeper system works on various cash registers and waiter terminals (stations), which are combined into a local the network Stations according to their purpose and functionality opportunities are divided into four types:

- cashier's station;
- waiter's station;
- bartender station;
- manager's computer.

Bars or cash desks are equipped with a cash box, which is controlled by software. As an additional device at bar stations (in full service restaurants service) and at cash registers (in fast-service restaurants) customer displays are used, on which the guest is shown all the current information on the bill.

Various printing devices are also used in the system (fiscal recorders, check and service printers), devices to call the waiter, monitors for the kitchen.

The R-Keeper system has interfaces with external ones systems:

- 1C: Accounting 7;
- 1C: Accounting 8;
- the management accounting system Capital 2008: Restaurant;

- bowling control system Brunswick, AMF & QUBIKA;
- video surveillance system "Intellect";
- the Restorun table reservation system.

The R-Keeper system also has software interfaces complexes UCS-Premiera (ticket system for movie theaters), Shelter (hotel management), Game-Keeper (management game entertainment center), Subscription (management fitness club, water park).

Technical parameters of R-Keeper:

1. All software modules work in 32-bit mode.
2. The cash register client can work in Windows and Linux.
3. Automatic update of drivers and main program at the stations.
4. Secure data storage is used format and Microsoft SQL Server.
5. All directories are synchronized automatically. For some guides, for example, those related to taxes, a fixed synchronization has been implemented.
6. Continuation of the waiter station after disconnection and restoration of communication.
7. The database of directories and the accumulative database of broadcasts is managed by the directory server, which is not mandatory for the operation of waiter stations.
8. Several management stations can be connected to each directory server.
9. Built-in Object Pascal language interpreter.
10. Support for TCP/IP network protocols.
11. The possibility of creating your own MCR algorithms and checking their operation in a separate directory window.

The main technical characteristics of the cash terminal:

- processor: AMD586–133;
- RAM: 8 MB;
- hard disk: more than 6 GB;
- power supply: 220 V, 50 Hz;
- power consumption: 70 W;

- failure time: at least 150,000 hours (approx availability of preventive maintenance);
- integrated single-station printer;
- thermal printing on thermal paper with a width of 80 mm (optional matrix printing on ordinary paper with a width of 76 mm, optionally without a printer, with a flat field for an external printer);
- operator display: 25 cm diagonal, flat, color, liquid crystal;
- keyboard: 93 keys;
- magnetic card reader: for the 1st and 2nd lanes;
- buyer's display (optional): vacuum-fluorescent (green symbols on a black background);
- ports: 3 RS-232, 1 LPT, 1 customer display, 1 Ethernet (local computer network), +24 V power output for external POS printer;

Dimensions: width 360 mm, depth 50 mm, height 430 mm. Cash box: width 320 mm, depth 540 mm, height 115 mm. Net weight: 14 kg, money box 6 kg.

The R-Keeper warehouse accounting system allows you to significantly reduce product purchase losses, which reduces the cost of products by an average of 5%.

Implementation of the R-Keeper system at the enterprise allows:

1. Increase net profit.

2. Increase the efficiency of the cashier's work:

- reduction of labor costs for reporting to a minimum 50 times;
- calculation of daily revenue "manually" ~ 1–1.5 hours;
- calculation of daily revenue of "R-Keeper UCS" ~ 0.5 s;
- breakdown of revenue by waiters "manually" ~ 1:00;
- revenue breakdown by "R-Keeper UCS" waiters ~ 1 p.

3. Increase the efficiency of the accountant's work:

- calculation of the number of dishes sold per day "manually" ~ 1–1.5 hours;
- calculation of the number of dishes sold per day "R-Keeper" ~ 0.5 s;
- calculation of products spent per day "manually" ~ 1.5 hours;
- calculation of R-Keeper products consumed per day ~ 1.5 s.

4. Improve the work of waiters.

Even with the presence of calculator accountants, even 50% of the information processed automatically by R-Keeper could not be processed. This is evidenced by the comparison data: receipt of a complex analytical report for 6 months. "Manually" - almost impossible; obtaining a complex analytical report for 6 months. "R-keeper UCS" - 6 p.

Thus, the implementation of the R-Keeper system allows to increase profits and staff efficiency, and there is a powerful competitive advantage.

6.2 INCREASE MEASURES EFFICIENCY OF RESTAURANT WORK

Activity I. Improvement of the production process by implementation of modern equipment.

One of the sources of economic growth of the enterprise there is an increase in the efficiency of the use of fixed assets, which at the catering enterprise manifests itself in an increase in the volume of turnover, profit, and savings in labor costs. Intensive use of fixed assets provides an opportunity to receive public catering products without additional capital costs.

The introduction of new technology is one of the most important directions of scientific and technical progress and improvement of the commercial activity of the restaurant.

Event II. Introduction of a flexible system of discounts in the restaurant. A flexible system of discounts should be created in the restaurant. The following discount system is proposed for implementation.

1. Discount on restaurant products from 4 to 6 p.m. The size of the discount is 20% only on working days (270 days a year). The planned increase in turnover is 25% on average.

2. Discount on business lunches from 11 a.m. to 12 p.m. The size of the discount 10% only on working days (270 days a year). The planned increase in the implementation of business lunches is on average two times

3. Discount for regular customers on the "Favorite guest". Regular customers, visit the restaurant 2-3 times a year week. According to the waiters, their number is an average of 50 people. The regular customer card will give permanent discount of 5% on restaurant products. It is assumed that the number of visitors to the restaurant will increase regular customers, as well as their companions.

Event III. Opening of a summer cafe at the restaurant.

The goals of this project are:

- creation of a specialized summer cafe for people with an average income level;
- the maximum possible profit.

It should be noted that organizations that continue to function today, anti-crisis agents are actively developing programs. Among which should be highlighted:

1. Cost reduction. About 45% of premium establishments have already switched to domestic raw materials. Almost two-thirds of democratic cafes and restaurants have reduced their bookmarks meat and fish ingredients.

2. Reduction of trade margin. In order to attract visitors, restaurants in Kyiv reduce the trade mark-up, offer the so-called anti-crisis menu. The average cost of a business lunch today is UAH 60–80. On average, prices in restaurants and cafes fell by 15-20%, and in some places even more.

3. Viewing the staff schedule. In regional centers, almost a third of catering enterprises have reduced their number employees There is a plus in this: before the crisis, it was often not possible to staff cafes, now there are no problems with this. For one published job offer there are a lot more calls from searchers than that was before the crisis. To date, the demand for vacancies in of the hospitality industry has more than doubled.

4. Reduction of the promotion budget. Restaurateurs believe that due to a decrease in the purchasing activity of the target audience, these costs will be wasted money

Event IV. The Mystery Shopping method, which is considered as service quality improvement tool.

Mystery Shopping is a method of exclusive observation (participant observer). Mystery Shopping is used in in the form of long-term or permanent service control

programs and staff motivation in service networks. Program modifications include the use of audio and video recording service process.

The success criteria of the Mystery Shopping program are promptness of reporting, objectivity of information, compliance with the profile of real consumers of the service company, etc.

What is the reason for the introduction of Mystery Shopping. The answer is, first, the ability to build on the basis Mystery Shopping is a motivational system that stimulates staff serve consumers better - thanks to the dependence between the quality of service and remuneration of employees and, secondly, to promptly identify service deficiencies - for them subsequent elimination, for example, through additional staff training.

The first function is especially important - motivation. A regular Mystery Shopping program affecting the scheme rewards of "frontline" employees, sometimes creates chaos with the motivation of the staff under review. In result the Mystery Shopping program will help the restaurant achieve excellent customer service and stand up to competition.

Event V. Design of new services.

When designing new services that can be provided by a restaurant, it is also necessary to trace the work of competitors in detail on a 10-point scale (fig 2.1).

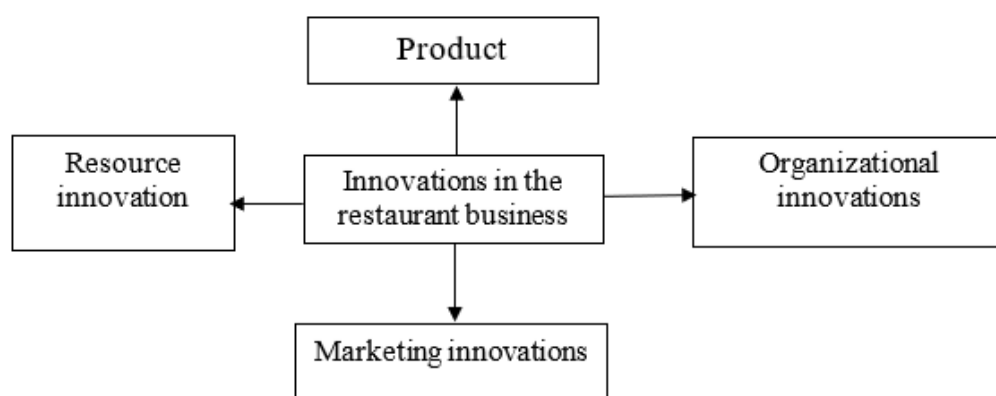


Fig. 2.1. Types of innovations in the restaurant business

**Source: created by the author based on [113, p. 80].*

Event VI. Organization of catering service.

Catering is one of the sectors that is dynamically developing in the field of public catering. In fact, it is an organization office lunches - on site or with delivery to the enterprise. Catering is the usual delivery of lunches to the office.

Catering companies operate in three directions: preparation of lunches in the client's office, delivery of semi-finished products followed by preparation and distribution of meals, delivery of fully ready-to-eat meals in disposable dishes. The simplest option is the delivery of lunches in disposable plastic containers (lunch boxes). When delivered to the office semi-finished products with further preparation and distribution the requirements for trade, production and utility are simplified area, there is no need for large investments in equipment and inventory.

Usually, in such cases, the supplier company takes to resolve all issues related to registration licenses, certificates, registration of cash registers, interaction with sanitary-epidemiological, trade, tax and other controlling organizations.

Event VII. Production of branded products.

Every year, thousands of new food products appear on the market, but only a part of them bring benefits long-term profit. Other niches are also potentially there profitableEvent VIII. Food preparation services. Some restaurants invite stylists as consultants for serving dishes on special occasions.

Event IX. Small group service and fulfillment urgent orders.

Few people want to engage in these types of activities. Service for small groups just not profitable, unless yours the company was not specially created for this business.

Event X. Expand advertising on the Internet, spread on all social networks.

Social networks are very effective and promising advertising tool for restaurants. There are three main ones for this reasons First, people's opinion about food and service and conducting events is 90% based on feedback from others. There are many people who are not inclined to trust that said about the restaurant on its website or in an advertising brochure. And here the social network is natural and quite effective a tool for "word of mouth" advertising of the company. Beware should only those representatives of the restaurant business who do their job poorly. Secondly, the

possibilities of modern social networks allow you to learn a lot about their users: where they are from, what gender, age, religion etc. You need to be able to use this information correctly, adjusting the content to your audience. And thirdly, social networks are the most effective of the existing methods of interactive communication with the client. By studying posts, conducting surveys and directly communicating with users, you can get a lot of new and invaluable information about the pros and, of course, the cons of the company.

Therefore, it is necessary to develop a special list where the day will be indicated of the week and the time when any movie will be shown. Movies should always be new, those that have been released recently rental in cinemas. It will attract customers, they will have time not only to have a good snack, but also to watch a film that was not seen in the cinema.

Event XIII. On your birthday, everything is for you.

On his birthday, the client can come with documents that confirm his words, for example with a passport, and get a 20% discount. It will interest many and as you know people do not go to restaurants one by one, let alone to their own birthday. Of course, if the birthday boy orders food, then his friends will not be able to sit by and not taste anything.

That is, it will attract even more customers to the establishment.

Event XIV. Day of the Angel.

This promotion will be held every Monday. At the entrance to the restaurant will be written with two names of the day: one male and the other feminine Owners of these names receive a free drink when ordering, or ice cream if it is a child.

Event XV. Children's day.

Once a month, hold a children's day on this day as well All small guests of the restaurant will receive a "toy surprise" (a small toy, or stickers, magnets with the institution's symbols and much more). In this case, it would be appropriate and rational to create a children's menu. It will be less harmful and made from natural products and portions will of course be smaller. Paying more attention on children, you can attract a

completely new contingent of customers to the restaurant, which will be very appropriate in the summer, when the main flow of customers will decrease.

Event XVI. Lottery day.

Every customer on the day of this promotion, after ordering, you will be able to draw a lottery ticket, with the help of which he can get a discount on the product or get some unit of the product for free or get nothing at all.

6.3 RECOMMENDATIONS FOR OPTIMIZATION OF IMPLEMENTATION INNOVATIVE MANAGEMENT TECHNOLOGY

Internal resistance is the reluctance or complete refusal to participate in this process on the part of organizational units company, managers of various levels and the employees themselves. Present the type of resistance is both conscious and unconscious in nature and depends on many factors.

In restaurants, when introducing innovations, the most exciting moments for the staff are:

- salary. Often, employees block innovation, therefore who are afraid of lowering their status and financial losses;
- confidence. It often hides behind an imaginary waywardness nothing but the fear of losing your job. Management here it will be best to play an open game and, together with the employees, achieve a personal and joint compromise interests;
- contact Maybe the restructuring will have a negative impact on personal relationships with colleagues and employees. Good leaders take this into account when planning change. Never change a winning Team (never change the team you play) – this principle also works in the process of changes;
- recognition. When new tasks appear, some employees begin to fear that in personal or professionally, too much will be demanded of them. It would be better if management took these concerns into account and offered help;
- independence. Employees when implementing changes perceive the loss of their own independence and space for action especially sharp. Therefore, the management

is recommended to be always ready to communicate and without special need not to deprive employees of their former space;

- development. Qualified employees have their own ideas about personal development and career ambitions. Good equals always try to distinguish as clearly as possible their possibilities and prospects.

According to statistics, 80% of innovations are "top-down" personnel perceives negatively. More than what is characteristic of a person in general to dislike change is also management-initiated change. It is customary to consider them subconsciously as those that suppress the rights of an ordinary employee and simplify the work of the boss to control and make a profit [106].

The truth is that without periodic changes, adaptation to market conditions, any business can be left behind. Ago whether the team wants it or not, there will be changes. If we talk about the implementation of R-Keeper, the situation is complicated by the fact that the system provides the manager with all the tools for control. Of course, such software, through which all the actions of an employee can be monitored, cannot be accepted with joy.

The staff resisted, refusing to work in R-Keeper, arguing that it is more convenient and faster for him to work in the old way. It is worth the manager at the same time relax your mood and give the staff a month or two on getting used to the system on your own, and the money spent on automation can be considered wasted. Time for there must be adaptation, of course, but this process is mandatory must be managed.

The attitude of the staff to innovation is no less important information than sales volume, profitability and other "material" indicators of the organization's activity. Information of a similar "emotional" nature, it is advisable to collect and analyze them in order to solve the problems of overcoming staff resistance.

Employees in general are not interested in simultaneously carrying out their conditional nut and thinking about how to optimize this process. Diligence is also not a strong point Ukrainian workers. Therefore, it is quite difficult to make self-improvement a mandatory part of the work process in our companies (even when it is supported by a reward in the form of monetary tokens). This system is the best always

worked in Japan, where there is diligence and obedience part of national culture. If an employer in Japan obliges an employee to carry out not only nuts, but also ration proposals, he will take it as a given and begin to fulfill it conscientiously. In Ukrainian business, everything is not like that unequivocally. On the one hand, employees do not feel themselves part of the company and are not inclined to adapt their mental activity to the needs of the employer, on the other – themselves employers are far from cultivating perfectionism. There are six forms of attitude of employees to innovations:

- acceptance of the innovation and active participation in its implementation;
- passive adoption of innovation;
- passive rejection of the innovation;
- active rejection of the innovation, opposition;
- active rejection associated with the provision of countermeasures innovation

Regardless of the nature of the change, employees seek to protect themselves from its consequences by appealing to complaints, delays, passive resistance, which can turn into sabotage and a fall labor intensity.

There are three main reasons for the negative attitude towards changes: rational, personal and emotional [101].

Rational is a lack of understanding of the details of the plan, confidence in the fact that changes are not necessary, disbelief in their plannedness efficiency, expectation of negative consequences.

Personal is associated with the fear of losing a job, anxiety about the future, resentment because of the expressed in in the course of changes in criticism.

Emotional is caused by a tendency to active or passive resistance to any changes, apathy to initiatives, mistrust of the motives that caused the changes.

Most often, those people who have to carry out a large part of the transformations resist the changes, and those too changes that clearly correspond to their own interests. You can identify five reasons for resistance to innovation:

1. Fear that the changes will have a negative impact on a person or a group of employees: the volume of work will increase, and the opportunities for remuneration

will decrease, the terms of personal agreements that regulate the relationship between employees and the company will change.

2. The need to break habits: changes imply the refusal of employees from established practices and stereotypes behavior This reason is especially typical for management personnel.

3. Lack of information: the company does not clearly communicate why and how to change the work style, vaguely formulates prospects.

4. Inability of change initiators to secure the support of the team (key officials, qualified personnel), to integrate their potential into their activities.

5. Revolt of employees: people resist changes, not accepting them internally. They are resisting in the wrong way the introduction of innovations, as much as their hidden consequences, because they themselves will have to change.

These reasons are formed on the basis of psychological barriers that must be taken into account when implementing an innovation.

It should be taken into account that staff resistance is an innovation due to three main reasons: uncertainty, a sense of loss and a conviction that change is not good will bring Therefore, in the innovation process, it is necessary to provide the staff with maximum support from the management and to provide them with the most complete information about future changes. Also, it is necessary to take into account factors affecting the innovative activity of personnel.

Any innovation requires considerable effort, material and intellectual resources. Trying to implement an innovation in an unprepared environment can lead to losses. For the development of the company must be all creative possibilities of the collective are mobilized. This can be done only if you use the knowledge intelligence and experience of all employees.

However, it is important to mobilize not only internal reserves, but also to attract external forces, to include consumers, suppliers, and, if necessary, in the innovation process competitors, if there are not enough for the development of new business resources. At the same time, it is necessary for employees to document their experience

and share it among their colleagues. Involvement of all employees is an important condition for success innovations.

New employees who have no experience working in an automated restaurant system resist and quit. In order to reduce resistance, there are several simple ones recommendations.

The implementation of any innovations, including the implementation of the R-Keeper system, is often accompanied by dismissal.

By own will or by inconsistency - not so much importantly. The manager must be ready for this. And without looking nothing, bet the team with maximum confidence before the fact that from now on the enterprise works in R-Keeper system. And then it is necessary to properly build motivation employees for productive use of the system in the future. True, layoffs are too harsh measures that are suitable only for the most extreme needs. The problem can be solved much easier.

Recommendations for increasing the effectiveness of the implementation of the R-Keeper system [108]:

- you should not persuade anyone. It is necessary to act firmly, leaving no possibility to circumvent the system. Of course, that in the first case the employee feels slack, and will definitely use this. After all, it is not necessary to fulfill a request, but an order is an order;

- one cannot turn a blind eye to the sabotage of "deserving employees". Even the most important employee of the company may resist innovation. Such a person can be personal motives that are not compatible with the company's goals.

Be that as it may, the fact that someone is in the company with R-Keeper does not work, it will definitely become common knowledge and then everyone will leave the system. Ideally, of course, enlist the support of managers and informal leaders of the team required at the very initial stage of the R-Keeper project.

But even if it turned out differently, the working conditions should be mandatory for everyone: from the director to the waiter;

- the most frequent mistake of the manager is to let everything go by itself, assuming that sooner or later the employees themselves realize the importance of the R-Keeper system.

Be sure: it will not endure and will not get used to it without your direct intervention. Hundreds of businesses, having R-Keeper system, never learned how to use it benefits. Some do not use the product at all, therefore that "didn't go". And the money and time spent on implementation;

- first of all, you need to understand the reason for resistance to automation. It is one thing if it is unwillingness to work transparently and be subject to control from above. And completely different – if the employee does not understand the essence of R-Keeper or cannot understand complex work schemes;

- it is necessary to explain to the employees the essence and the idea of system implementation. It is natural when employees do not understand what a management tool is, and why they needed to transfer work at all to the R-Keeper system. The ideal option for training personnel for new technologies is to conduct job training in system. This can be done both on your own and with the help of an external operator, or you can ask the integrator company whether they provide such a service. During training should not just show the capabilities of the system, and explain how it will help the manager's work. Many personnel problems can be solved with help of corporate training, the main link of which is the statement that R-Keeper is a real help to employees, not a tool to control them;

- if, despite all efforts, the staff still can't get used to a new tool, it is necessary to eliminate the opportunity to work in the old way;

- and finally, it is necessary to change the motivation system.

An important characteristic of personnel engaged in innovative activities is their qualification level. Employees of different qualifications are subject to different job requirements responsibilities and the amount of specific knowledge that is taken into account setting wages. A set of knowledge, abilities and skills of specialists conducting innovative activities and create the organization's intellectual potential, which is the basis for ensuring its innovative leadership. The problem of personnel motivation lies

in the fact that in all types of innovative activity, the element of creative mental efforts is growing.

Motivation as a management function consists in stimulating all participants in the innovation process and each one individually to active activities. If the subject strives for a certain activity, then it can be said that he has motivation.

Motives depend on a variety of external and internal factors relative to people factors, as well as from the action of other motives.

Motive not only prompts a person to act, but also determines what should be done and how this action will be carried out. The purpose and motives of activity are closely related. The motif stands out as a reason for setting certain goals. Motivational behavior means not only innovative activity, but also the character of the employee's behavior in the team, attitude towards colleagues, management, environment. Thus, motivation is a combination of all factors that encourage a person to be active and lead to success.

For most managers, it is important that their subordinates are task and result oriented. However, one should not forget that people are the main resource of the organization and therefore the manager has combine focus on tasks and people. Individual in the process of joint activity is closely connected with his colleagues. Therefore, personal motives often obey the interests of the organization, which, in turn, creates conditions for the development of individual creativity, again in the interests of the individual.

The task of the innovation manager is [109]:

- to unite the creative efforts of independently thinking, highly qualified specialists around the main goal of innovative activity as a factor in the development of knowledge, prestige and competitiveness of the organization;
- to create conditions for the accumulation of intellectual capital by acquiring new knowledge and experience, exchanging information in the field of innovation, creating competitive advantages of the firm on this basis;
- to use the energies of various motivations and desires of the staff to realize the company's goals.

When introducing an innovation, it is necessary to systematically conduct all kinds of seminars and master classes so that the old employees of the enterprise update their knowledge and consider more and more advantages of working with this program, and new ones gained qualifications and learned to work with R-Keeper.

Classification of innovations for restaurant enterprises (fig. 1.2).

The company's personnel management policy should be subject to the development of employees' ability to look at the traditional and generally accepted in a new way, to notice deviations from the usual norm, to be reasonable risk for the sake of winning new positions and goals in the chosen one field of activity, to distinguish from the multitude of random and chaotic phenomena are useful and promising.

Any innovation requires significant efforts, material and intellectual resources. Trying to innovate in an unprepared environment can lead to losses Companies must be mobilized for development all the creative possibilities of the team. This can only be done in that case, if you use knowledge, intelligence and experience of all employees.

This is the task of management. Shouldn't be the division of employees into "idea generators" and simple ones performers Innovations should immediately become the property of every employee.

Creating a team. To ensure the success of an innovative project, it is necessary to form a team. It's a process consists of several phases: formation; definition of general goals, norms and values; overcoming primary differences; return to normal mode of operation; functioning. The result of the process can be defined as the appearance of certain interdependencies between team members. Its effectiveness work is achieved by a well-balanced distribution of roles.

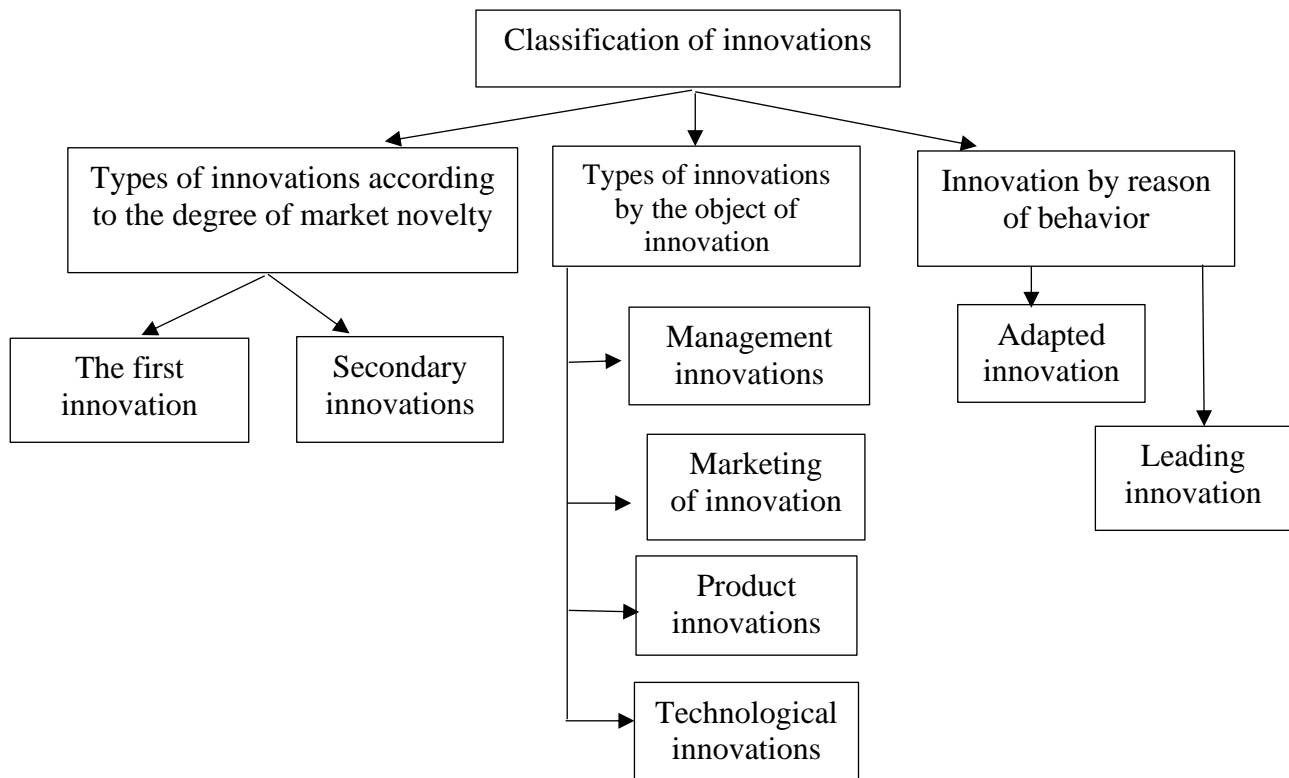


Fig. 2.2. Classification of innovations for restaurant enterprises

**Source: created by the author based on [115, p. 26]*

With the hierarchical structure of the team, there is one team member dominates the other, etc., with a chaotic structure, all members act independently of each other. The use of knowledge largely depends on how well and coordinated it is there is a command.

6.4 FORMATION OF COMPETITIVE ADVANTAGES OF THE RESTAURANT BUSINESS

The current state of the economy of any country, which builds its relations in various spheres according to market laws, puts the restaurant business in front of the need to form such areas of economic development that correspond to the specifics and features of the market, to conduct a balanced and justified policy on the production of products and the provision of services, needed by consumers in the services market. Previously, both managers and analysts claimed that the formation of directions for effective development is a process that cannot be formalized. Such a point of view was

expressed due to the fact that long-term business efficiency is influenced by a large number of multidirectional factors present in all spheres of activity without exception: from production, implementation and organization of consumption of products and services to planning, forecasting, control, stimulation . It seemed impossible to combine all these factors into a single system and project for a single goal, for this reason, when making decisions, independent structuring of the entire volume of information was carried out each time, and the influence of the most significant factors was taken into account based on the analysis. But even with such structuring, only a small share of important information was taken into account when making important decisions, which had no objective explanation - the lack of a clear systematization of factors due to their diversity, which prevented the full impact of each of them from being taken into account.

Restaurant service enterprises are an integral part of the market environment, the importance of which is constantly increasing depending on the general socio-economic development of the country. The process of intensive development and globalization of the hotel and restaurant business in Ukraine as a part of the service sector of the economy is subject to the influence of many factors, the role of which can be different both in terms of strength and duration and directions of influence.

The purpose of the research is to systematize the factors in such a way that, when forming the directions of development of competitive advantages of the restaurant business in the conditions of globalization, to level and neutralize their negative impact on the development process or to minimize this impact.

A comprehensive approach to the problem of managing the development of the restaurant business creates a basis for the formation of competitive advantages of this branch of the economy. This determines the specificity and emphasizes the impracticality of independent use of individual factors in isolation from each other and accounting for them as determining factors in ensuring the development of the restaurant business. There is a clear need to classify factors to build a system of cause-and-effect relationships and relationships based on the selection of grouping features.

In continuation of the research of domestic and foreign scientists, it should be noted that a systematic approach to development management necessitates the interrelated and interdependent study of factors, taking into account their internal and external connections. Systematization involves the placement of researched phenomena or objects in a certain order, highlighting their interrelationships and subordination [101].

The stability of functioning and development of any enterprise is affected by a huge, practically countless number of factors of different nature, direction and size, which have various properties. However, the absolutization of the requirements of full accounting of all conditions can lead to the appearance of cumbersome and technically impossible studies, since the influence of factors on the stability of the source information can be manifested through hundreds of parameters and indicators. Therefore, the complete coverage of the source information should be limited by the requirement of reasonable and necessary sufficiency. Here, a mandatory condition is the study of those main factors that have the greatest influence on the stability of the operation and development of a separate enterprise of the restaurant business.

At the same time, based on a systemic approach, the influence of the factors accepted for study in the relationship should be considered. For example, a high level of stability can be achieved by full and timely provision of the production process with the necessary quantity and quality of resources, equipment, highly professional personnel, relevant information, etc. The effective use of these resources should be determined not only by adaptation to changes in the external environment, but also by the formation of a better change in external and internal factors. At the same time, the influence on individual factors of the internal environment due to the synergistic effect may not always lead to the desired result (Fig. 2.3).

Today, the restaurant business market is very competitive. In order to stand out in this crowded market, it is important to understand the main competitive advantages in the restaurant industry and know where to focus your efforts. In addition, the hospitality industry - hotel, restaurant service, recreation and leisure enterprises - has always been the object of close attention of state administration bodies. This circumstance is connected with two factors.

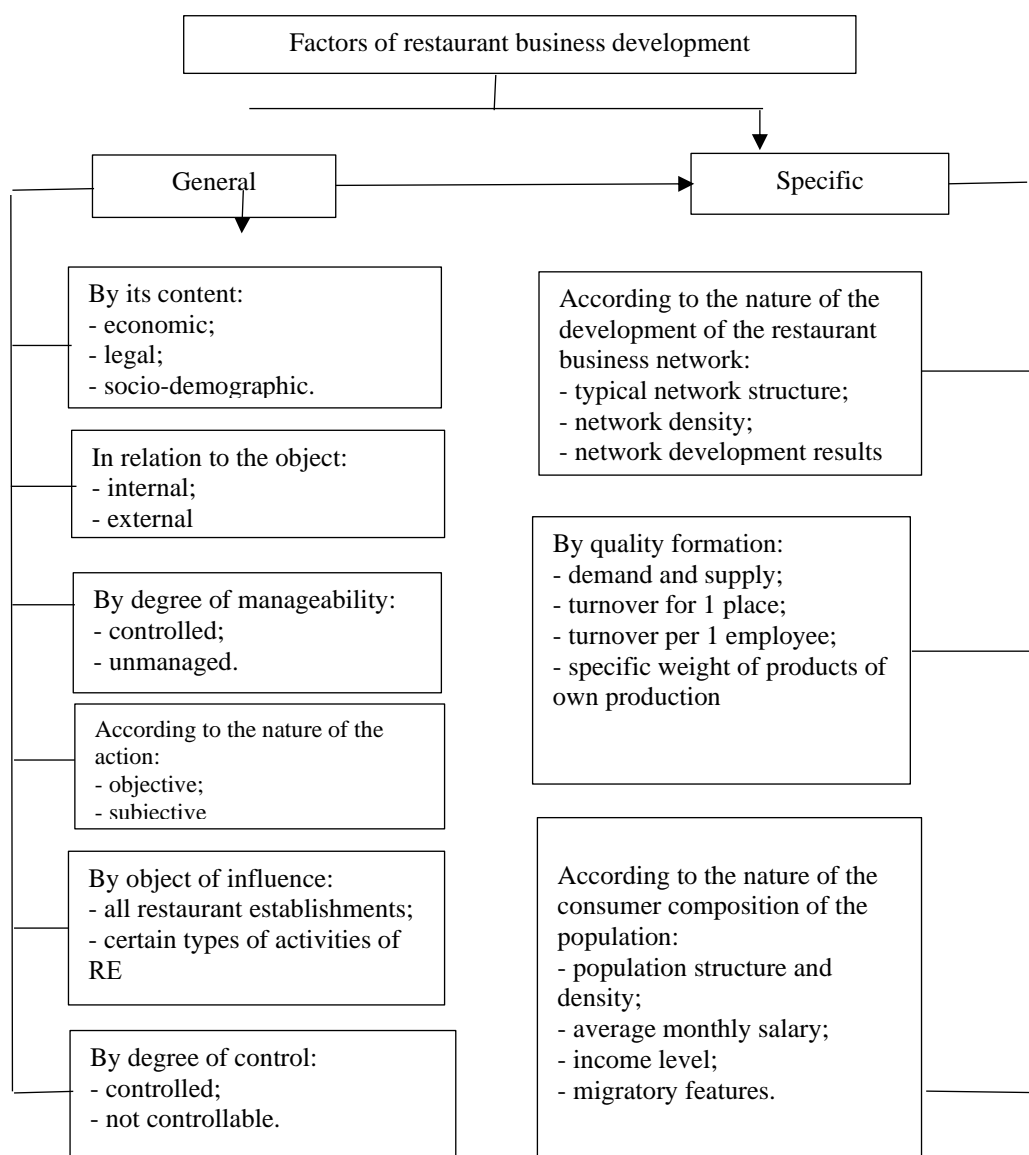


Fig. 2.3. Systematization of restaurant business development factors

**Source: created by the author based on [114, p. 185].*

1. Enterprises of the hospitality industry form and provide services in order to satisfy the physical, spiritual and moral needs of the population and, as a rule, enjoy increased consumer demand regardless of the social status and material wealth of citizens.

2. A number of services of enterprises in the hospitality industry, as well as the technological process of their production, carry increased social responsibility towards citizens. The issue of hygienic safety, compliance with the rights and interests of consumers cannot be ignored and controlled by the state [106, p. 109].

One of the equally important factors in the formation of competitive advantages of the restaurant business should be the territory representing the socio-economic space in which the restaurant business develops.

The influence of economic and financial factors on the formation of competitive advantages in the field of hospitality (such as a change in the economic and financial situation, the level of income of the population) is due to the fact that there is a close relationship between the development trends of the hotel and restaurant business and the economy of the region. As a rule, the level of development of the material and technical base and infrastructure of the hospitality sector depends on the economic development of the region [106, p.110].

From the social factors of the formation of competitive advantages of the restaurant business, first of all, it is necessary to note the increase in free time of the population (reduction of working hours, increase in the duration of annual vacations), which, in combination with the increase in the standard of living, means an influx of new potential customers, an increase in the level of their education, culture, aesthetic needs. Since today there is a tendency to split vacations, for the development of the restaurant business in the region it is important to know the total free time budget of various social groups, the structure of this time (by days of the week, types of leisure activities), the content and dynamics of value orientations of real and potential consumers of enterprise services restaurant industry.

One of the important factors in the formation of competitive advantages affecting the development of the restaurant business is environmental, which determines how satisfied the consumer is with service, rest, fulfillment of wishes, due to the feeling of comfort, the atmosphere of hospitality, safety and beneficial health effects.

Permanent influence on the development of the hospitality sector is exerted by demographic factors, i.e. population size, gender structure, marital status, personnel qualifications, etc.

No less important are the political and legal factors of the formation of competitive advantages, namely: the political situation in the region; softening of administrative control in the field of hospitality; unification of tax and monetary policy.

Technical and technological factors related to scientific and technological progress have a significant influence on the formation of competitive advantages of the restaurant business. There are opportunities for improvement and production of new types of services, use of information technologies.

Therefore, the factors that influence the formation of competitive advantages of the restaurant business are: material and technical factors, demand and supply of hotel and restaurant services; deepening of market segmentation; improvement of means and methods of mass information and relations with the public in the promotion, advertising and implementation of services of restaurant establishments; raising the professional level of personnel of food enterprises; priority development of private business in the field of hospitality [107].

The factors listed above can be divided into extensive and intensive.

Extensive factors include: growth in the number of employees, an increase in the number of employed workers in the economic turnover of material resources, the construction of new restaurant establishments with a high technological level.

Intensive factors - the improvement of personnel qualifications, the development of a professional and qualification structure (technical for improving the material base on the basis of the implementation of achievements and results of scientific and technical progress, including the implementation of programs to improve culture and service quality, industrialization, technology and computerization, rational use and distribution of material resources, etc.) [109, p. 81].

Restraining factors include: economic crises, political and financial instability of the region, inflation, unemployment, unfavorable environmental situation, etc.

A special place among the factors affecting the profitability of hospitality industry enterprises is occupied by the seasonality factor. Seasonality refers to the tendency of customer flows to concentrate in certain cities for a short period of time. Yes, New Year's, Christmas and other holidays entail overloading of hotel and restaurant businesses.

In recent years, the number of factors affecting the demand for restaurant services has increased significantly. Demand was sharply differentiated: consumers with a high

level of income demonstrate a high demand for the quality of services of hospitality industry enterprises. In this regard, the factors that determine consumer behavior include motives and reasons. The following are the main motives for consumers of hotel and restaurant services:

- physical (need for rest, health maintenance, entertainment, psychological relief);
- cultural - desire to learn more (folklore, music, art, dance, painting, religion, nature);
- interpersonal (desire to "escape" from routine, desire to visit friends, relatives, make new acquaintances, etc.);
- prestigious - the desire to increase one's social status (concern about reputation, the need for recognition, as well as greater attention from other people, the desire to be evaluated on merit) [107].

A survey of representatives of the restaurant business from different regions of Ukraine, conducted by the Association of Hotel Associations and Hotels of Ukrainian Cities, showed that 58% of them try to follow fashionable market trends, and to make their restaurant "fashionable" [111]. The "fashionability" factor is: features of the kitchen, type of restaurant, quality service, atmosphere, additional entertainment, new technologies and equipment.

For any restaurant, the kitchen can be the main competitive advantage. Restaurants that are famous for their food can easily get a great reputation through word of mouth. This means that the communication of guests who visited the restaurant and were satisfied, among friends or family, will lead to additional advertising of the enterprise, which in turn is a free form of marketing. To be famous for your cuisine, you need to have an excellent or exclusive chef, unique recipes and dishes, and the freshest ingredients. At the same time, the mentioned points can be either individually or combined - the result should be an audience that visits the restaurant solely because of the excellent taste of the dishes. To further strengthen these qualities, you can invite a restaurant critic to visit the establishment and encourage customers to leave reviews on the establishment's websites.

The vanguard of "fashion" became the "fusion" (mixed) style kitchen; the second direction that is in demand among consumers today is a low-calorie menu (oriental cuisine, especially Japanese and Chinese), although immediately after the financial crisis Ukrainian restaurants are dominated by Ukrainian national cuisine. The popularity of Italian cuisine, as well as cuisine of a Mediterranean orientation, is being formed and is being observed.

Price is the main competitive advantage for some restaurants. The idea of using a strategy based on pricing positions the restaurant as low-cost in the target market segment in which it is located. Restaurants that focus on price as their primary competitive force tend to have lower margins. However, they can also generate a large volume of sales as a leader in the low-cost segment. An example of a business that uses price as its primary competitive advantage is fast food restaurants.

Restaurant type or format. This trend is determined to a greater extent not so much by "fashion" as by economic factors that determine the income level of the social group, the so-called "middle class", whose demand for restaurant services, unlike the high-income group, is more elastic, which is reflected in the formation of supply : restaurants with an average price level are actively developing. Their concept can be the most diverse and dynamically changing, which ensures business adaptation to modern changes.

Service is another possible competitive advantage. High-end restaurants often focus on service as the basis of competitiveness. Service in the restaurant business in general means having knowledgeable, attentive service staff, providing food and beverages to guests in a timely manner, responding quickly to customer complaints, and continuing to work on mistakes to maximize guest satisfaction. The difficulty lies in the harmonious combination of price and service. Yes, the fast food restaurants mentioned above are not known for great service, as their job is to let as many customers through as possible and serve them as quickly as possible. That is, there is another service model at first.

Atmosphere. Like the kitchen, the atmosphere in a restaurant can get people talking about it and thus become a major competitive advantage. When a restaurant is famous

for its atmosphere, it earns loyal fans, regulars, who in turn turn the establishment into a "fashionable place". To develop this factor of competitiveness, a professional interior designer should be found to help the environment match the concept, menu and target audience. The second element that creates the atmosphere is the music in the restaurant. For most visitors, it is no less important than the color design of the interior, and makes an important contribution to the success of the business. After that, create your own unique menu style, signs and advertising material [108].

Additional entertainment. In connection with the significant adaptation of restaurant visitors to the traditional types of entertainment offered in the restaurant market, a new trend has emerged - the combination of previously incompatible formats, for example, a club and a cafe, a gallery and a restaurant, a beauty salon and a coffee shop, etc. It should be noted that leadership positions belong to intellectual entertainment.

The image of restaurant establishments in modern business is the main factor of competitiveness. It is not uncommon in the restaurant business to completely change the image of a restaurant for its further functioning. The reason for this may be both the desire of the new business owners not to leave memories of the past institution, and the likelihood of the existing manager to change what is already there. However, one thing can be said for sure: if the restaurant's business is not going very well, then maybe it's time for a new image. But how can you change everything if it is very risky? It is worth giving some recommendations so that these changes go more smoothly and less painfully, both for the company itself and for its owner.

1) Creating a plan.

The manager of a restaurant business must clearly think about changing the image of the establishment. It is not enough to have a feeling of dissatisfaction with the existing appearance of the restaurant business, you need to be aware of where you should go. For this, it is necessary to work out all the details of the changes, after which they will begin to take place in the most convenient and soft way. There are many details that go into developing a plan, from paint color to marketing. And each of these details should be checked at each step towards a new image, without making constant

decisions "on the fly". All actions should be maximally stabilized and structured before the start of the transformation. As with the launch of any business, with its planning and further functioning, as well as with its transformation, market research should be conducted. At the same time, answering the main question: why should the image work for you? Before moving to a new level of creating an image, one should make sure of the perfection of the market overview of restaurant services, conducted forms of research on the external environment, which can give an unequivocal answer to the question: "What do people actually want?" and "Will they like the changes?". For example, if you want to open a Chinese restaurant with delivery in a small town somewhere far from the regional or district center, then in the end the Chinese restaurant, the delivery, and the founder himself will suffer losses. However, if research shows that in this particular region, in this particular city, residents love Chinese food so much that they are just waiting for a Chinese restaurant to appear, even with delivery, that is, it is very popular and that also is a mandatory point, there is little competition in this segment, it is quite possible that you have hit the "golden vein". At the same time, a deep analysis of the market will be expensive, but it will be cheaper than changing everything in order to discover that there is no market for your establishment. Such research is important for any business and restaurants especially need it [108].

2) The client must know everything.

In some restaurants, changes are trying to happen without regular customers. But by changing the image, you can make people feel uncomfortable and insecure, provided that they do not understand what is happening. For example, opening a restaurant with small capital investments, at the exit we get a decent establishment of the economy class, where the public that does not have a lot of money is happy to come. Over time, having gained authority and customer loyalty, the restaurant needs further development. Therefore, the owner decides to focus more on married couples with children, after which he carries out a number of transformations and introduces a children's menu, probably even some entertainment for children. Then he conducts the analysis again, makes a decision to change the image, by this time he has enough funds

for radical changes and he dramatically changes the budget establishment into a premium class restaurant with animators, a children's room and other large-scale entertainment for children. It would seem that the concept is the same - a family cafe. At the same time, large expenses and the expansion of the offered services will bring an increase in the cost of these same services. And so, when a married couple on Friday evening, after a working day, wants to come with their children to a family cafe across the street to eat ice cream, it turns out that their "dress code" and financial situation do not correspond to the new image of the establishment. Then there is a feeling of discomfort and insecurity among customers. This will lead to the loss of regular customers. From this we draw the following conclusions:

1. Clients are obliged to know about all the changes taking place.
2. Changes should happen gently so that customers can get used to them.

But you can achieve these points by making it part of your marketing. When advertising that a restaurant will be new and improved, you need to let people know why it will be better and what they can expect. This is especially effective if the restaurant undergoes radical changes, such as changes to the menu, for example, and not just changes to the external image of the restaurant itself. All this is a large amount of work, and the monetary costs for changing the image of the restaurant should be worked out before the start of this work, while not forgetting such details as changing the advertising campaign, signs, flyers or what is used for advertising purposes. In view of the aspects listed above, I would like to note the following: a restaurant is an enterprise that, like any other, needs effective management. For this, some factors should be taken into account:

1. Focus on your strengths and make them meaningful for customers.
2. Analyze competitors, identify their weaknesses and use them against them.
3. Identify your own shortcomings and quickly eliminate them.
4. Constantly create new things that will be the main difference between your restaurant and the restaurant of your competitors.
5. Be interested in your audience, realize how important these or other changes are for them, and then determine how to achieve them.

So, creating concepts, designing a menu, choosing the right staff and managing a restaurant is not only difficult, but also time-consuming. That is why it is so necessary to competently promote the restaurant, keep competitors in sight and constantly communicate with customers. At the same time, these tasks should be performed without forgetting to prepare amazing food and provide top-class service. However, in order to maintain the competitiveness of the restaurant, its image and brand, there are many ways that are not as large-scale as the transformation as a whole, but no less important:

1. Using social media for promotion Increasingly, social platforms (for example, Facebook, Instagram, Twitter) are a way for people to communicate with each other, with stars, politicians, brands and even restaurants. When promoting a restaurant, you should understand that social media users want to see four key points:

1) Promotions or discounts.

An exclusive discount coupon posted to users via Facebook or any other service of choice can be a powerful advertising tool.

2) Exclusivity not available elsewhere.

Regular activities are actively supported by subscribers. The publication of photos from the parties, from the opening day, will only fuel the public's interest in the establishment. And a posted video of the restaurant's sommelier, in which he selects a wine list, thus conducting a kind of free seminar on winemaking, will only emphasize the style of the restaurant and will undoubtedly attract the right audience.

3) Information about new products.

Let subscribers be aware of the new menu, as well as the menu operating under the "Happy Hours" system.

4) Opportunity to share an opinion.

Thank customers for compliments and respond to criticism. Demonstrate direct customer contact.

2. Menu.

The menu is the center of the restaurant's universe. The menu conveys the general concept of the restaurant for its customers and should show the passion and care that the restaurateur puts into what he offers.

1) Many attractive names on the menu begin with the method of preparation. Such words as: stewed, burnt, fried, baked, baked, cooked on coal emphasize the level of prestige and, accordingly, increase the probability of perceiving the value of the dish.

2) Include in the name of the dish the reason why this dish is special, excellent or unique. Are your eggs fresh in the morning and straight from the farm? Is your homemade bread baked every morning? Is your produce grown or organic?

3) "Great ingredients for great descriptions." Any prominent hard-to-see features that exist should be noted. For example, does the dish contain seasonal ingredients that need to be highlighted.

4) Where does it come from? Marbled beef from Kansas City, fresh lobster from the cool waters of South Africa, fresh salmon roe from the Kamchatka Territory matter to people.

5) Be more thorough. Yes, the restaurant offers pasta, but what kind of pasta? Need to explain to guests whether it's linguini, capellini or fettuccine? Tell your guests that the sauce on offer today is undoubtedly excellent, but it's not just a sauce - it's deglaze, cream, tartar and more. By providing more detailed information, the customer's perception of a particular dish increases.

Despite the excellent "stuffing" of the restaurant, we should also mention the so-called character traits of a manager who can handle such a powerful machine, a must-have restaurateur, because a successful restaurant begins with the right attitude towards it and these personal traits: tolerance, business sense, positive energy, leadership skills, sociability, modernity, passion for what you do, perseverance, the ability to balance your life both inside and outside the restaurant.

It is under the condition of compliance with all the specified qualities, as well as the mentioned points that contribute to the development of both the restaurant and its competitiveness, that it can be argued that the enterprise can make a profit. And absolutely any restaurant establishment can be such an enterprise. Simply for this, it is

worth following certain methods in the formation of competitive advantages of the restaurant business.

Based on the results of the conducted research, it can be stated that enterprises of each field of activity need to develop specific algorithms for assessing the level of their competitiveness, which is caused by the presence of industry specifics and differences in the key criteria for the success of their operation.

Conclusion. The "Covid 19" pandemic and quarantine restrictions brought significant transformational changes to the nature of the development of the regional market of restaurant services - the decrease in incomes mainly of the middle class provoked a sharp drop in demand for the services of hospitality industry enterprises and intensified their competition. Restaurants found themselves in a dramatic situation, facing a complex of new problems that must be solved in order to stay on the market. Solving these problems is inextricably linked to changing the market strategy. Expensive restaurants and cafes, as well as cheap canteens and snack bars, are recognized as unpromising. The development of the restaurant market in the regions began to define niches occupied by inexpensive family restaurants, restaurants of the middle price group, as well as chains of hotels and restaurants operating under the same trademark. Approaches to the management of enterprises in the hospitality industry have changed radically - they have become more professional and focused on strategic aspects. Now, almost all decisions related to the operation of the business are based on marketing research: if not the restaurant market as a whole, then the niche occupied by the company is analyzed, research is conducted on the target group, new approaches and methods of advertising activities are learned, etc.

Thus, the restaurant business is an integral part of the service sector in the regional market economy, the role, importance, as well as the volume of services provided is continuously growing as the general socio-economic development of the region. The analysis of the researched competitive advantages of restaurant business formation indicates the existence of a relationship between the development of the restaurant business and the region. Enterprises of the hospitality industry develop more intensively where there is a stable economic and political situation, as well as a diverse

social and cultural infrastructure. Factors restraining the development of the restaurant business in the region are its economic, political and financial instability, consumer incomes, inflation, unemployment.

Today, the fast food industry is developing at a rapid pace, taking into account cost-effectiveness, availability, compliance with the requirements of the accelerated pace of life of a modern person and compliance with advanced production technologies, which, in turn, guarantee high quality and low cost of food enterprises.

Enterprises of the restaurant business contribute to the attraction to the circulation of the share of income of tourists from different regions, as well as foreign tourists. Restaurant business creates conditions for achievement of social goals of tourism development. Public food is one of the forms of material redistribution values between members of society and occupies a worthy place in the implementation of socio-economic tasks related to strengthening people's health, increasing their productivity labor, economical use of resources, food raw materials, reducing time for cooking, creating opportunities for cultural leisure and rest.

Accelerated development of the tourism industry, aspirations enterprises to obtain the highest profit and the growing solvency of consumers of services contribute to the expansion and diversification of restaurant activity.

CHAPTER 7. INFRASTRUCTURAL SUPPORT OF THE HOSPITALITY INDUSTRY IN THE CONDITIONS OF GLOBAL ECONOMIC INTEGRATION

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7.1 INFRASTRUCTURAL PROVISION OF THE HOSPITALITY INDUSTRY IN CONDITIONS OF INTEGRATION

Hospitality is the quality of communication and the impressions that people get from communicating with each other for various reasons: work, rest, leisure, solving housing and communal issues, traveling in transport, etc. This is a direct contact between people in different spheres of life, so hospitality should be manifested in all spheres of society's life. The hospitality industry is mostly a non-production area and has specific features of management in the conditions of state regulation of market relations and the presence of various forms of ownership based on the means of providing services.

Therefore, an important scientific task is to determine the theoretical and methodological foundations of the functioning of the hospitality industry as a specific sphere of intangible production for the regulation and planning of its development at the level of the state, region, local self-government and entities providing services in this sphere. In other cases, when considering the territorial placement of productive forces, industry, agriculture, production and social infrastructure are distinguished.

The production infrastructure includes objects that ensure the functioning of industrial and agricultural production, which include construction, transport, water supply, electricity supply, etc. The social infrastructure includes objects and business entities aimed at meeting social and individual needs of people. This includes labor resources, population, and human services. Based on this classification approach to the spheres of social production, the objects of the hospitality sphere are included, which are partially located in various production and infrastructure spheres of the national economy. From a theoretical point of view, the allocation of capital in the field of hospitality, along with industrial, financial and trade capital, is of great importance in studies of the development of social production processes.

The capital of the hospitality industry concentrates the demand for services in the form of goods and goods that are necessary to provide the services themselves. This capital has the ability to influence the production and infrastructure of the region, which provides the field of hospitality in the direction of the greatest adaptation of production and trade to meet the needs of the hospitality industry. It forces regional manufacturers to produce more sought-after goods and services that are in demand in the hospitality industry.

The population also has the opportunity to engage in the provision of services in this area, produce goods and provide services that provide hospitality in the region. Hospitality capital affects the demand and supply of this sphere and other sectors of the economy that ensure its functioning, connects the demand and supply of hospitality services and goods with distant markets within the state and with world markets.

The capital of the hospitality industry contributes to the development of the social division of labor, the specialization of production and the sphere of circulation in order to meet the needs of the hospitality industry, and to increase the rate of profit. Capital in the hospitality industry expands production and service markets, while its high rate of return facilitates capital spillovers from production and trade to hospitality. The independent functioning of the capital of the hospitality industry in the form of fixed and working capital used to provide services in the field of hospitality reduces the turnover time of industrial and commercial capital, ensuring the functioning of the hospitality industry, promotes the growth of variable capital and the growth of the annual mass of added value.

The role of the capital of the hospitality industry, if we do not take into account production operations (packing of goods during their transportation and sale, packaging, cooking, vacuum packaging during storage) is reduced to the transformation of the commodity form of the service into a monetary one. In this form, the capital of the hospitality industry does not create new value, additional value, and does not transfer its own value to the service in the form of a product.

At the same time, capital expenditures in the hospitality industry must be recouped and profits must be made. In conditions of free competition, the rate of return on capital

of the hospitality industry should be the same as in other areas of the national economy, otherwise there will be an overflow of capital to other areas [119, p. 96-101].

Consider the field of hospitality and its place in the national economy through the system of national accounts, in which the primary sector is agricultural production, fishing, hunting, forestry, mining of minerals and other natural resources, where people directly use natural resources that are partly final and partly intermediate products and are used in the production of goods of other branches of production. The secondary sector includes industrial sectors such as manufacturing, heavy and light industry, construction, supply and transportation of electricity, gas, oil, and water. In this case, workers transform and process natural raw materials obtained from the primary sectors of the economy to meet the needs of the productive and non-productive sectors of the economy and the social needs of society.

The sphere of services forms the tertiary sector, where workers interact with people and production teams, focusing on satisfying needs that are not directly related to production and aimed at satisfying non-material and non-productive human needs. So, this sector combines housing and communal services, transport, communication, trade, tourism, state administration, education, health care, household, engineering and consulting, legal services. It should be noted that hospitality industry services should be highlighted in the tertiary sector as a new segment of the service sector.

Consider the interpretation of the essence of the concept of "hospitality industry" by economists (Table 1).

Table 1

Interpretation of the essence of the concept of "hospitality industry"
economist scientists

№	Interpretation of the essence of the concept of "hospitality industry"	The authors
1.	The hospitality industry is considered as a separate sector of the tourism industry, which provides accommodation for tourists, as well as related industries of trade, catering, entertainment	Wagen L.
2.	Hospitality is a universal tradition of everyday everyday culture, which includes the duty of friendliness and care for the guest, it is a place where travelers can get shelter and food. The hospitality industry combines tourism, hotel and restaurant business, public catering, recreation and entertainment, organization of conferences and meetings.	Walker J.R.

Continuation of table 1

3.	Hospitality - service based on the principles of hospitality, which are characterized by generosity and kindness towards guests. The hospitality industry is a field of entrepreneurship consisting of such types of services that are based on the principles of hospitality and are characterized by generosity and friendliness in the treatment of guests	Webster N.
4.	Hospitality is the secret of any caring service. The care shown in relation to the guest, the ability to feel the client's needs are elusive, but such obvious features in the behavior of an employee. Hospitality is friendliness in receiving and treating lodgers (guests), gratuitous reception and treatment of travelers. The hospitality industry is a collective concept for numerous and diverse forms of business that specialize in the market of services related to the reception and service of guests	Brymer R.A.
5.	The hospitality industry acts as an independent, complex and relatively isolated socio-economic system that involves significant material, financial and labor resources	Skobkin S. S.
6.	The hospitality industry consists of hotels and organizations that produce goods and provide services closely related to the hotel business: tour bureaus; transport enterprises; enterprises for the production of souvenirs; educational institutions of the hotel business profile; information and advertising services; research and project organizations of the hotel business profile; hotels; food enterprises, in particular, the restaurant industry; enterprises for the production of hotel and economic goods (which are necessary for tourists), etc.	Rudenko V.P.

**Source: created by the author based on [120, p. 72-78].*

The hospitality industry as a system of economic relations includes economic relations arising in the process of: provision of services, their distribution by subjects of provision, distribution of limited material, financial and personnel resources and economic relations in the consumption of services. For the effective functioning of the system of economic relations in the hospitality industry, it is necessary to form a set of norms, rules and institutions that determine the economic and organizational-economic relations of the main subjects of management, provision and consumption of services in this area.

The nature of the production forces in the hospitality industry is determined by the division of labor between the subjects of the hospitality industry and cooperation in the provision of services, the construction of logistical connections between final and intermediate services and the subjects of their provision, the creation of multifunctional

enterprises of the hospitality industry, the achievement of a high level of socialization means of production [119, p. 96-101].

It is appropriate to define the sector of the hospitality industry (infrastructure) as a set of enterprises, organizations that produce homogeneous goods for the provision of homogeneous hospitality services or directly perform the same type of hospitality services and use the same technical means and technologies, raw materials and materials and satisfy the homogeneous needs of consumers of hospitality services. The structure of hospitality sectors is defined as a set of sectors that provide material means and directly provide tangible and intangible hospitality services and are characterized by a quantitative ratio and certain relationships.

Hospitality sectors consist of the sphere of material and immaterial provision of services and material production of goods, means of production for the provision of hospitality services. Hospitality, the hospitality industry, hospitality sectors, hospitality services are complex, multifaceted dynamic categories, the structural list of which may change depending on the tasks of hospitality research, as a scientific process of learning objective reality and its practical implementation. The same branches of industry for the production of goods and services can be attributed to the purely industrial sphere and the sphere of hospitality, to tangible and intangible services provided in this sphere of social reproduction. This is due to the fact that hospitality and friendliness should accompany a person in all spheres of life, give him positive impressions, which leads to an increase in the quality of life [120, p. 72-78].

Significant changes are taking place in the world economy, which are associated with globalization, internationalization and integration of economic life. The development of countries' productive forces leads to their entry into the foreign market and the growth of international relations and the intertwining of national economies. The international division of labor was the result of the centuries-old development of productive forces, the deepening of the national division of labor, and the involvement of new national industries in the system of economic relations. International specialization and cooperation of production are forms of its manifestation and main elements [121, p. 234-235].

Globalization factors are those factors due to which there is a spread of direct and indirect relations between subjects of economic activity of all countries of the world, the formation of a single (global) system of world economic relations for the entire world society. Regionalization, on the one hand, stimulates the processes of economic unification of different countries, but, on the other hand, inhibits the processes of world globalization, strengthening the isolation of individual economic groups, and at the same time contradictions and competition between them. Globalization is an inevitable modern phenomenon that can be slowed down by means of economic policy, but which cannot be stopped or canceled, because it is an imperative requirement of modern society and scientific and technological progress [122, p. 9].

The original Latin term "integration" means replenishment and restoration of unity. Cooperation characterizes the form of organization of production, in which a certain number of people jointly participate in one or different, but interconnected processes. Ukrainian scientist-economist V.K. Zbarskyi, analyzing the essence of cooperation and integration, notes that M. Tugan-Baranovskyi and M. D. Kondratyev gave decisive importance to the cooperation of peasant farms, especially supply-marketing and credit cooperation, effective cooperation in cooperative associations of small and medium-sized peasant farms based on the mechanisms of horizontal and vertical integration [123, p. 42 - 45].

Integration is the union of economic entities, a qualitative renewal of their interaction, which makes it possible to reduce production costs due to the specialization of the participants of the integrated structure, as well as enterprises that are connected by a sequence of stages of production, processing, storage, transportation, sale of products and increasing the competitiveness of the supply of raw resources and component materials. Let's consider the interpretation of the essence of the concept of "integration" by domestic economists (Figure1).

Researchers	Interpretation of the essence of integration
Sabluk P.T.	The process of combination (synthesis) of agriculture and industry is based on a set of production relationships
Azizov S.P., Kaninsky P.K., Skupy V.M.	The process of convergence and unification of the branches of agriculture and industry for the purpose of production, processing and sale of products
Kodenska M.Yu.	The process of improving organizational and production structures and economic relations, which is based on organic unity in the economy or a certain region of agriculture, industry or other types of production
Makarenko P.M., Melnyk L.L., Karpenko A.M.	The process of combining different subsystems to achieve tasks, organizational goals, or to integrate individual parts into a single whole of a certain system
Pismachenko L.M.	The form of cooperation, the environment of certain participants in agro-industrial production; mechanism or methods that contribute to the creation of agro-industrial formations

Figure 1. Theoretical understanding of the essence of integration

**Source: created by the author based on [124, 125, 126, 127, 128].*

We will analyze the types and forms of integration processes in production and industrial structures (Figure 2).

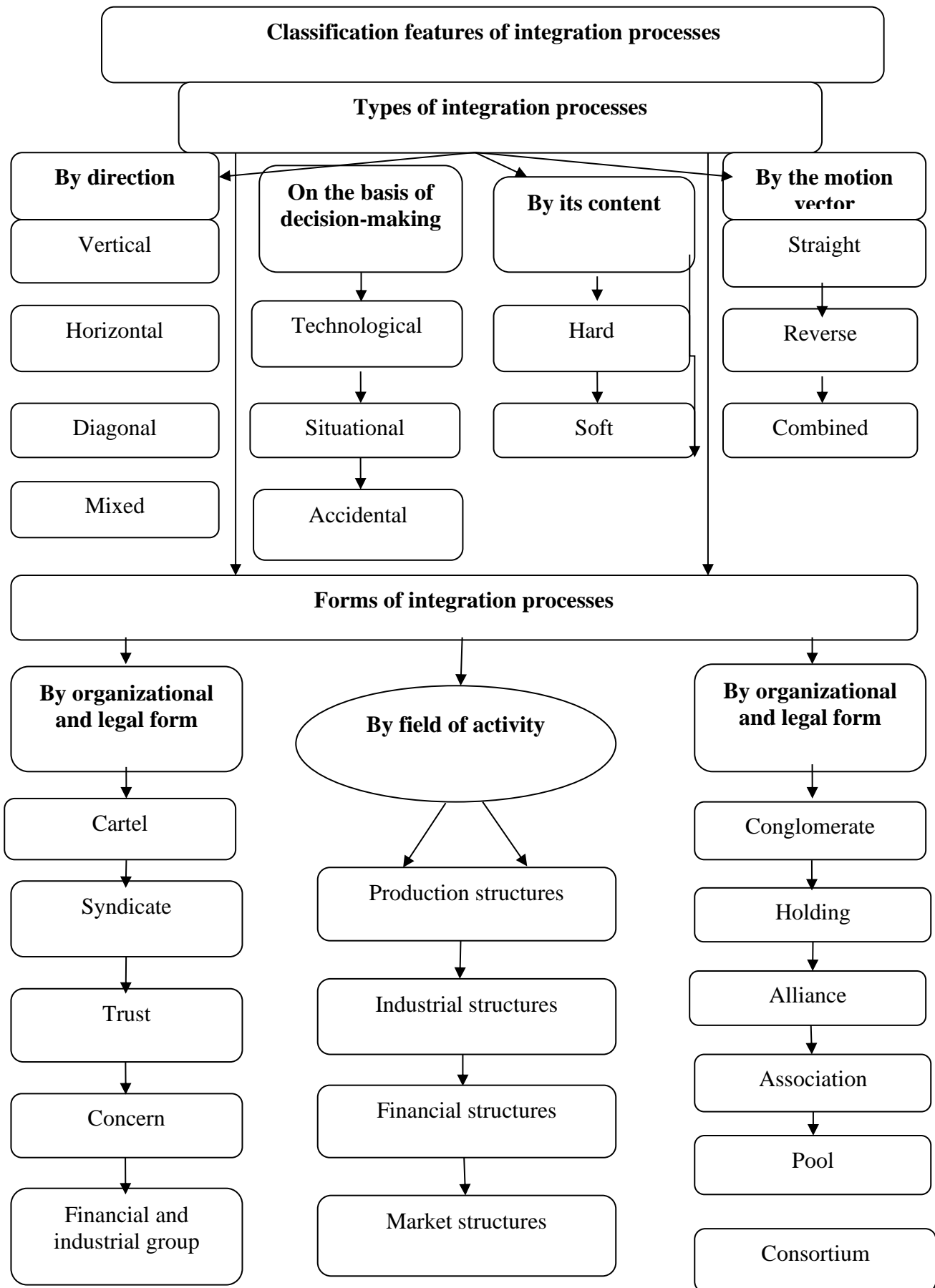


Figure 2. Classification signs of integration processes in production and industrial structures

**Source: created by the author based on [129].*

Integration is the union of business entities, a qualitative renewal of their interaction, which makes it possible to reduce production costs due to the specialization of the participants of the integrated structure, as well as enterprises that are connected by a sequence of stages of production, processing, storage, transportation, sale of products and increasing the competitiveness of the supply of raw resources and component materials.

In figure 2. types and forms of integration processes in production and industrial structures are depicted. In the economic literature, the types of integration processes are classified by direction, by the sign of decision-making, by content, by the vector of movement.

S.V. Ustenko proposes to divide the forms of integration processes by organizational and legal form and sphere of activity [129, p. 57-62]. Based on the study of literary sources and the results of our own research, we came to the conclusion that integration is a complex optimal combination of financial, material and labor resources with the aim of producing competitive products, reducing their cost price and increasing the level of profitability of all participants of integrated formation, as well as expanding jobs for employment of the working population.

Scientists of the NSC "Institute of Agrarian Economics of the National Academy of Sciences of Ukraine divide the types of integration according to the composition of its participants or the main purpose of integration. "Vertical is the integration of enterprises of different spheres of the agricultural industry or the joining of efforts of enterprises of one sphere in order to carry out activities carried out by other spheres of the agricultural industry" [124, p. 179].

Ukrainian scientist economist V.V. Zinovchuk believes that without vertical integration, which is implemented through group actions, agricultural producers have no opportunity to receive profits from the next stages of the movement of their manufactured products. Thanks to participation in vertical integration, the next stage of the movement of products, which takes the form of goods, is able to provide the producer with a greater return on his invested capital. It was determined that vertical integration processes are economically beneficial to the final consumer, which in turn

ensures their public support. With the help of integration methods, agricultural workers have the opportunity to cooperate with suppliers of material and technical resources at favorable prices [130, p. 179].

Interpretation of the essence of vertical integration by foreign and domestic economists is given in Table 2.

Table 2.

Theoretical understanding of the essence of vertical integration

№	Interpretation of the essence of vertical integration	The authors
1.	Vertical integration is used during the merger of enterprises of different industries based on the principle of technological unity of production processes, which are controlled from a single center	Garibov V.V., Ushvytskyi M.L.
2.	Vertical integration is an integral component of the development of production forces at the cross-industry level, which contributes to the industrialization of agricultural production and, in general, more effective provision of the needs of society in agricultural products	Hrytsenko M.P.
3.	Vertical integration is a method by which a company creates (integrates) its own input or output stages of a technological chain	Holstein G.Ya.
4.	Vertical is the integration of enterprises in various spheres of the agricultural industry or unification of enterprises of the same field for the purpose of implementation activities conducted by other areas of the agricultural industry.	Sabluk P.T.
5.	Vertical integration is the integration of enterprises from different spheres of the agricultural industry or the unification of enterprises of one sphere for the purpose of carrying out activities conducted by other spheres of the agricultural industry	Azizov S.P., Kaninsky P.K., Skupy V.M.
6.	Vertical integration involves the unification of product manufacturers of a single technological chain through various mechanisms under a single ownership	Andriychuk V.G.

**Source: created by the author based on [131, 132, 133, 124, 125,134].*

Analyzing the interpretation of vertical integration by domestic and foreign scientists, we came to the conclusion that its essence lies in the unification of enterprises of various industries (agricultural, processing, service, trade organizations) in a single technological chain for the manufacture, processing and sale of competitive products. It should be noted that the direction of integration is determined by the internal content of integration processes, their subject side. Vertical integration by

direction can be production, marketing and complex. Production integration involves the interaction of agricultural and processing enterprises or factories in the cultivation of plant products and the production of livestock products, which are subsequently sent to industrial processing. The subject of marketing integration is the sale of manufactured products and the supply of the necessary means of production. Complex – combines both of these methods.

Types of vertical integration are shown in (Figure 3).

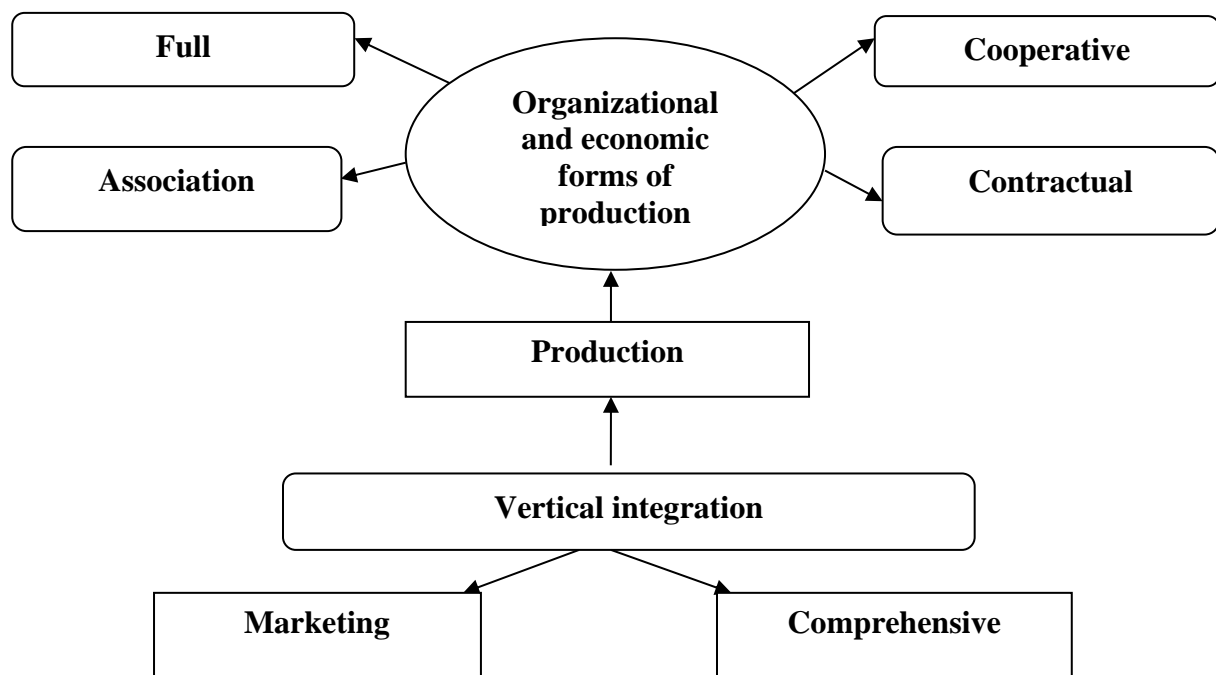


Figure 3. Types and organizational and economic forms vertical integration

**Source: created by the author based on [124]*

In his research, Sabluk P.T. notes that the organizational and economic forms of integration are determined by the economic and legal status of the integrated structure. Vertical production integration exists in the following forms: full – based on means of production that belong to one owner; cooperative – for small owners; associations (associations, concerns); contractual – for legal entities.

There are also other forms of integration: joint stock, partnership, public. With a joint-stock form, a company that performs integration functions is created on a joint-stock basis. Partnership is based on a verbal agreement or documentation. In the public one, the features of an informal public association prevail [124, p. 180, 314].

Economist S.V. Ustenko considers another type of integration and notes that diagonal integration is a combination of business structures that produce various products and are at different levels of their own technological chains, while mixed integration forms business structures on a vertical and horizontal basis. Random integration (or integration according to the principle of "free money") is carried out in order to effectively invest free money, and the object of integration is chosen according to the criterion of "cheapness".

Hard integration introduces the subordination of one company (weaker) to another (stronger) through takeover. In the practice of implementing integration processes, the most common form is soft integration, which uses the principles of financial independence [129, p. 57-62].

Horizontal integration ensures the stabilization of the economic condition of market participants and increases their competitiveness. Its main directions are as follows: production (development of cooperation between partners demarcated by intra-industry technological division of labor), financial (credit, insurance), educational and advisory (exchange of work experience, development of progressive technologies), social (satisfaction of social needs of rural producers).

The highest form of integration is cross-industry, that is, the integration of not individual groups, but of industries as a whole. It can arise as a natural conclusion of intra-branch and territorial integration processes within the product sub-complexes of the agricultural sector. The functions of interdisciplinary structures also change depending on the specifics of the complex and the specific period of development of the national economy [124, p. 198 - 202].

We support the opinion of the domestic scientist-economist T. O. Zinchuk that there are three directions of cooperation of enterprises in an integrated formation: organizational and managerial, economic and technological integration. Organizational and managerial integration is an analysis of the most optimal organizational and legal form of combination, improvement of various management methods: economic, administrative, psychological. Economic integration – implementation of economic laws and incentives.

Technological integration is the combination of separate technological lines and processes into a single entity. The production-technological direction involves the creation of an effective and reliable technological process based on the existing production infrastructure with the help of innovations [135, p. 200 - 204].

Strategies for changes in the internal growth of the organization are shown in (Figure 4).

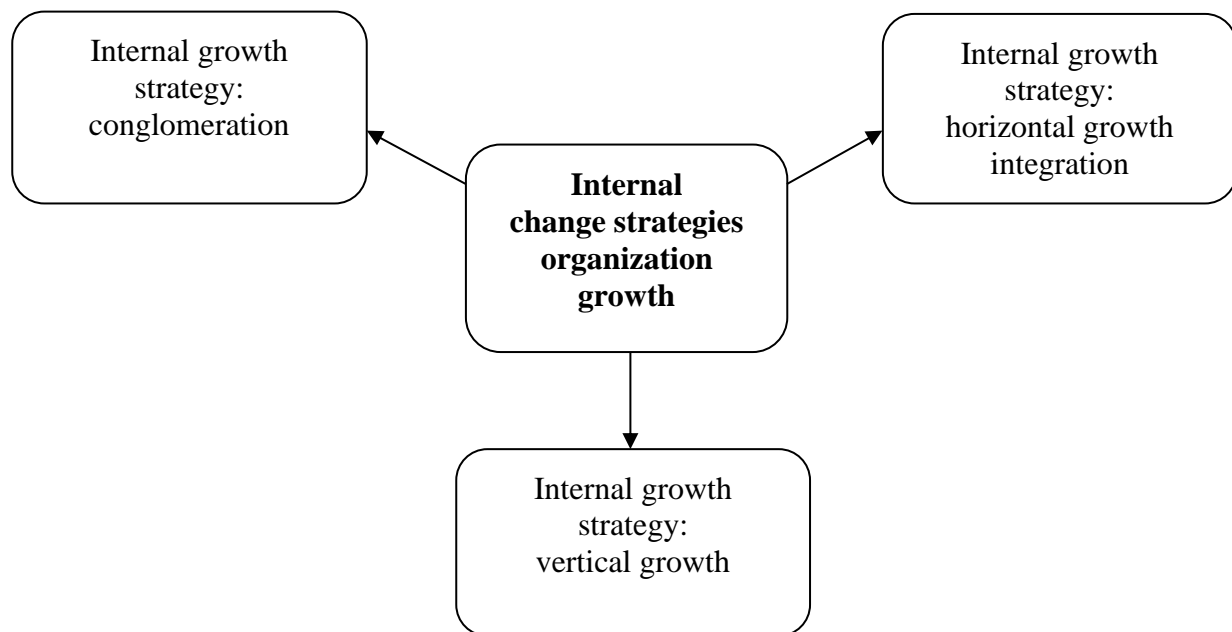


Figure 4. Strategies for changes in the internal growth of the organization

**Source: created by the author based on [130, p. 80-84].*

Scientists also include cooperative structures as soft forms of integration. We agree with the statement of V.V. Zinovchuk that the changes taking place in the activities of cooperatives are connected with their increase. The scientist refers to the main options for changing the organizational structure of cooperatives: internal growth, external growth, conclusion of strategic alliances. Internal growth is characterized by three directions: horizontal growth, vertical growth, conglomeration.

Vertical increase involves the entry of cooperatives into the further stages of the marketing chain of the movement of their own products or supplies. Vertical integration makes it possible to get rid of intermediaries, but at the same time, new problems are likely to arise. Internal growth of cooperatives occurs through

conglomeration. In cases of external growth, there is a merger, merger or acquisition of already existing enterprises [130, p. 80 - 84].

It should be noted that with the development of society, the cooperative movement constantly developed, the main principles of industrial relations between cooperative associations and their structural units were used in practice. These production connections began to be called vertical coordination, and later - integration. As a feature of vertical integration of the cooperative type, it should be singled out that all participants of integrated cooperative associations are owners of material and financial means, manufactured goods, as well as profit obtained in the process of economic activity [136].

We will analyze the activity of another "soft" organizational form of integration of companies that exist in the world economy - strategic alliances. This integrated formation is an agreement on the cooperation of two or more independent firms to achieve a certain commercial goal, to obtain synergy of the combined and complementary strategic resources of the companies. Creating alliances is one of the fastest and cheapest ways to implement a global strategy [137, p. 175 - 179].

Cooperatives join them with the aim of achieving mutually beneficial coordination in certain industries, starting new types of activities, entering new markets, strengthening market power due to reduced competition, avoiding duplication in the provision of services and overlapping service areas [136, p. 83].

In the studies of O. Rodionova and N. Borkhunov, a holding is considered to be a form of shareholder ownership in which the parent (main) company, owning a controlling stake in subsidiary companies united into a single structure, provides itself with management and control over all enterprises that are part of its composition [138, p. 17-18].

Today, integrated corporations operating on the basis of vertical integration have gained great importance in the world economy. Such formations, in which production and financial activities are planned at a fairly high level, are most attractive for investment. A positive aspect of the companies' activity is the high organization of

these structures, with the help of which the state was able to create cooperatives to revive the cultivation of strategic agricultural crops.

Diversified companies are corporations that are combined by a system of participation, production cooperation and engage in entrepreneurial activities in various fields, jointly perform scientific research, implement innovations and cooperate with banking institutions [139, c. 14 - 16].

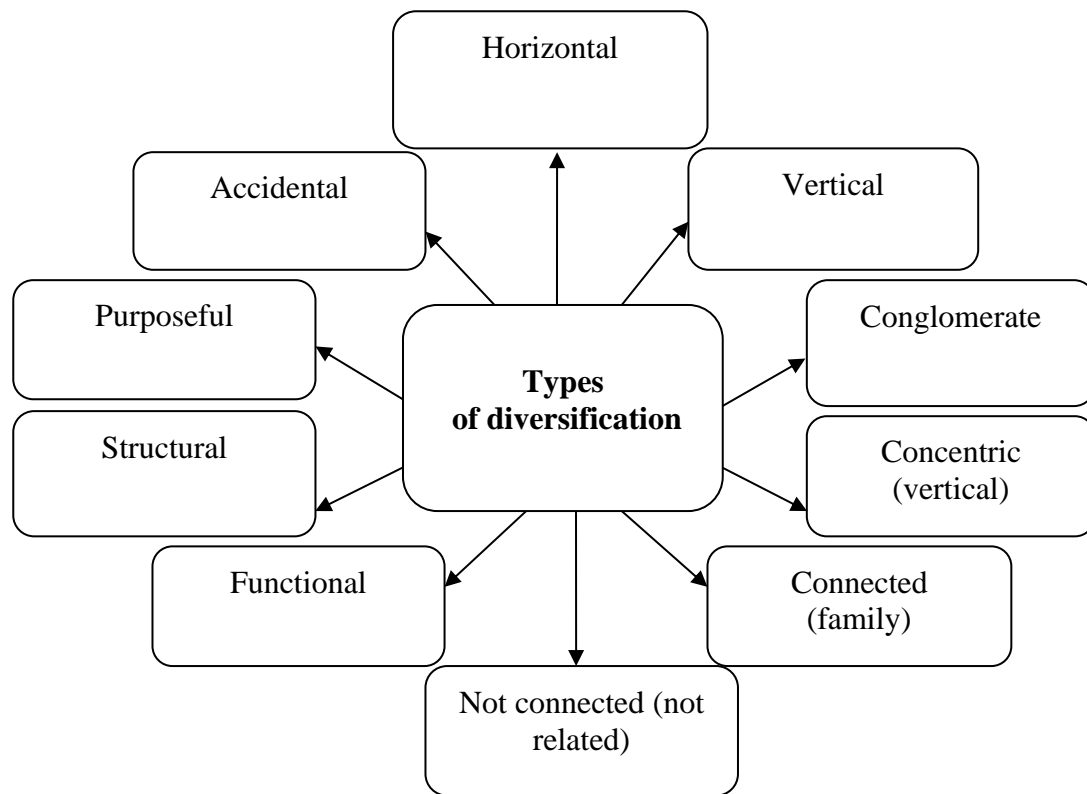
Conventional corporations are less tied to a specific line of business or function. They relatively easily repurpose their activities and maneuver with capital investments when circumstances arise that will affect their profitability [136, p. 38].

Analyzing the activities of vertically integrated structures, we focus on the concept of "diversification", which is reflected in the works of the leading domestic scientist-economist V.G. Andriychuk. According to him, diversification is divided into horizontal, vertical, conglomerate, concentric, related (family), not related (not related), functional, structural, purposeful, random.

For vertical diversification, it is necessary to effectively organize the activities of the enterprise throughout the entire technological chain in such a way as to increase the profitability of production and reduce costs, controlling the main and auxiliary divisions of the integrated formation.

Diversification of production involves both the diversification of the enterprise's activities, its departure from the main business, and the expansion of the existing nomenclature and assortment of products (services). The development of fundamentally new for the enterprise, in the marketing and/or technological aspect, not related (unrelated) to the main production of industries or types of activities (for example, rural green tourism, production of sewing products, construction materials, provision of various types of non-agricultural services, etc.) is worth considered as conglomerate or unconventional diversification.

In the case of the organization of processing of agricultural products, namely: the creation of slaughterhouses and meat processing shops, a mill, and other structural subdivisions, diversification is direct vertical (Figur 5).



Figur 5. Types of diversification.

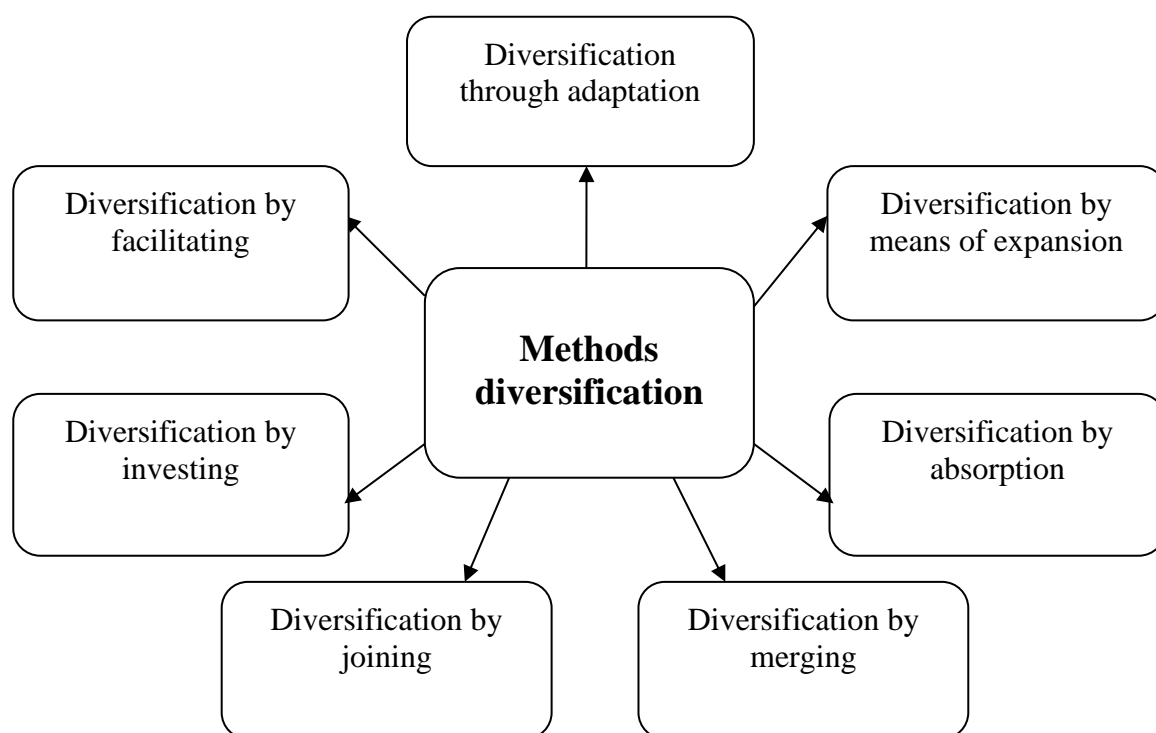
** Source: created by the author based on [134, p. 40-54].*

In other words, vertical diversification takes place in the case of the production of new products, which in their final form will contain the basic product or be a component part of it. In the context of the implementation of the diversification strategy, the main functional strategies that give instructions for the formation of others are marketing, financial and organizational. On their basis, production, technological, personnel and others are developed. Each of the functional strategies is detailed in the relevant programs and plans of the enterprise [140, p. 121-125].

Marketing diversification involves, first of all, the expansion of the company's supply and sales capabilities. Development of markets in other geographical areas is the basis of market diversification. Diversification of sales methods and channels is related to the creation of the company's own trade network, the expansion of marketing levers of promotion and the choice of optimal channels for the sale of its products and services, the organization of after-sales service, in particular, the delivery of products [140, p.121-125].

In their research, domestic economists Mozhevenko T.Yu. and Kamneva A.V. analyze methods of diversification of products and services of enterprises. Diversification through adaptation is the search for the company's internal reserves and their use to overcome negative factors of activity by expanding the company's product range.

Diversification through expansion. It is a process of expansion with an increase in the number of equipment and employees, which leads to an increase in production and a possible increase in the range of products produced (Figur 6).



Figur 6. Methods of diversification of products and services of enterprises

** Source: created by the author based on [141, p. 63-66].*

Diversification through adaptation is the search for the company's internal reserves and their use to overcome negative factors of activity by expanding the company's product range.

Diversification through expansion. It is a process of expansion with an increase in the number of equipment and employees, which leads to an increase in production and a possible increase in the range of products produced.

Diversification by acquisition. This method represents the process of buying a firm engaged in a certain field of activity of the main enterprise.

Diversification through mergers. This method is a merger of companies, as a result of which one more powerful, larger company with a large volume of production and a range of manufactured products appears.

Diversification through mergers. This method is characterized by the direct participation or control of one company over another while maintaining an independent structure from the point of view of management.

Diversification through investing. This method involves the involvement of additional resources in order to obtain a certain advantage in the form of guaranteed supplies of raw materials, receiving income from investments, certain benefits from cooperation with other companies.

Diversification by promotion. This method consists in providing financial and technological support to the supplier (or buyer) in changing diversification (expanding its activities) [141, p. 63-66].

The most common types of diversification are: concentric, horizontal, vertical and conglomerate (corporate). Individual scientists prove the expediency of distinguishing types of diversification depending on the sphere of implementation: production, marketing and finance. There are also common signs of diversification strategy classification according to methods of implementation, the degree of influence on the stability of the organizational structure of the enterprise, directions of implementation, etc. If the agro-industrial formation produces products in excess of the need, and therefore sells half or more of it to other economic structures, then in this case there is an interweaving of vertical integration with diversification of production.

The interpretation of the essence of diversification by economists is given in (Table 2).

Table 2.

Theoretical understanding of the essence of diversification

№	Interpretation of the essence of diversification	The authors
1.	One of the types of business development strategy, which involves certain market behavior related to expansion into new geographic or industry sectors, choosing other or additional types of activities in order to optimize the use of resource potential and minimize risks.	Zbarsky V.K.
2.	This is an expansion of the nomenclature and assortment, a change in the type of products produced by the enterprise, the development of new types of production to increase the efficiency of production, obtaining economic benefits, preventing bankruptcy, taking into account the environmental and social needs of the population.	Malik M.Y.
3.	Diversification in the context of the economic mechanism is a tool for using the advantages of combining, penetration into new highly profitable industries provides compensation for the decrease in profit in the market of some goods due to high profits in other markets. Therefore, diversified enterprises have higher market stability and competitiveness than highly specialized ones, since they are able to pour capital into the most profitable industries.	Shershnyova Z.E.

**Source: created by the author based on [142, 143, 144].*

Domestic scientists-economists of the National Research Center Institute of Agrarian Economics, studying the formation and functioning of the market of agro-industrial products, also pay attention to increasing the competitiveness and social orientation of agro-industrial production based on cluster systems.

According to scientists, agro-industrial clusters on the basis of in-depth specialization and concentration of production, taking into account the land, natural, climatic and spatial advantages of the territories act as peculiar growth points – locomotives of the development of rural areas.

The interpretation of the essence of the forms of associations of large enterprises is given in (Table 3.)

Table 3.

Theoretical understanding of the essence of the forms of associations of large
enterprises

№	Interpretation of the essence of the forms of associations of large enterprises by economists	The authors
1.	A cartel is an agreement (spoken or unspoken) between independent enterprises regarding the implementation of a single price policy, distribution of sales markets, agreement on the terms of exchange of patents, licenses, etc.	Bazilevich V.D.
2.	A pool is a form of integration of organizations unequal in their capabilities, in which all the profits of the participants are collected together and then distributed among them in the order determined within the framework of the cartel agreement.	Bazilevich V.D.
3.	A syndicate is a form of association of enterprises that manufacture homogeneous products, which provides for the preservation of production independence in the event of the loss of the right to independent sales of products.	Bazilevich V.D.
4.	A trust is a business structure in which divisions necessarily lose their legal independence not only in production, but also in the sale of manufactured products.	Bazilevich V.D.
5.	An association is a contractual association created for the purpose of permanent coordination of economic activity. The association is a voluntary association of enterprises based on the main enterprise (as a rule, a processing enterprise) and is a regional organizational form of agro-industrial integration.	Azizov S.P., Kaninsky P.K., Skupy V.M.
6.	A holding company is a form of share capital ownership in which the parent (head) company, owning a controlling stake in subsidiary companies united in a single structure, ensures management and control over all enterprises that are part of it.	Azizov S.P., Kaninsky P.K., Skupy V.M.
7.	A consortium is a temporary statutory association, a form of management based on the cooperation of agricultural and industrial enterprises, as well as banks with possible participation in joint activities of enterprises and organizations of other industries - construction, trade, scientific, etc.	Azizov S.P., Kaninsky P.K., Skupy V.M.

**Source: created by the author based on [125].*

According to the cluster model in agriculture, this is an inter-economic territorial association of not only complementary enterprises, both large agrarian business and small agricultural entrepreneurship, which cooperate with each other to form a closed technological cycle of large-scale production and sale of competitive final products, goods, and services while maintaining legal independence its participants.

At the current stage in Ukraine, there are problems with the implementation of integration processes in the hospitality industry. Effective use of production potential is based on technical re-equipment, increase in labor productivity and, accordingly, increase in competitiveness of the enterprise. Integration processes play an important role in this.

Modern economic development requires structural changes in the construction of economic potential (production, innovation-investment, marketing, information, etc.), it is advisable to add cluster and integration potentials. On June 22, 2022, Ukraine acquired the status of a candidate for membership in the European Union, which opens the way for it to join the European Union.

The new status should help the state to speed up the initiated reforms, getting closer to EU legislation, and to legally consolidate the pro-European direction of the country's development. Since 2007, the European Union has introduced a single instrument of pre-accession financial assistance – IRA (Instrument for Pre-Accession Assistance), aimed at supporting reforms by providing financial and technical assistance.

The total amount of expenditures of the current version of this instrument - IRA III – is about 14.2 billion euros. The priority areas of funding under this program are strengthening the rule of law, effective public administration, "green" energy, economic growth with an emphasis on small and medium-sized enterprises and rural areas, and territorial and cross-border cooperation.

This tool can be used by both EU accession candidates and potential candidates. In addition, Ukraine can get access to individual programs and projects of financial support of the European Union. Investment volumes will depend on Ukraine's progress in legislative reform and the fulfillment of political conditions necessary for further membership of the European Union, the dynamics and quality of which will be carefully analyzed [145].

Ukraine has all the prerequisites not only to become one of the leaders of world tourism thanks to its historical and cultural heritage, but also to become a world health resort, taking into account the natural, climatic and recreational resources. One of the components of the successful development of tourism is modern hotel management. In

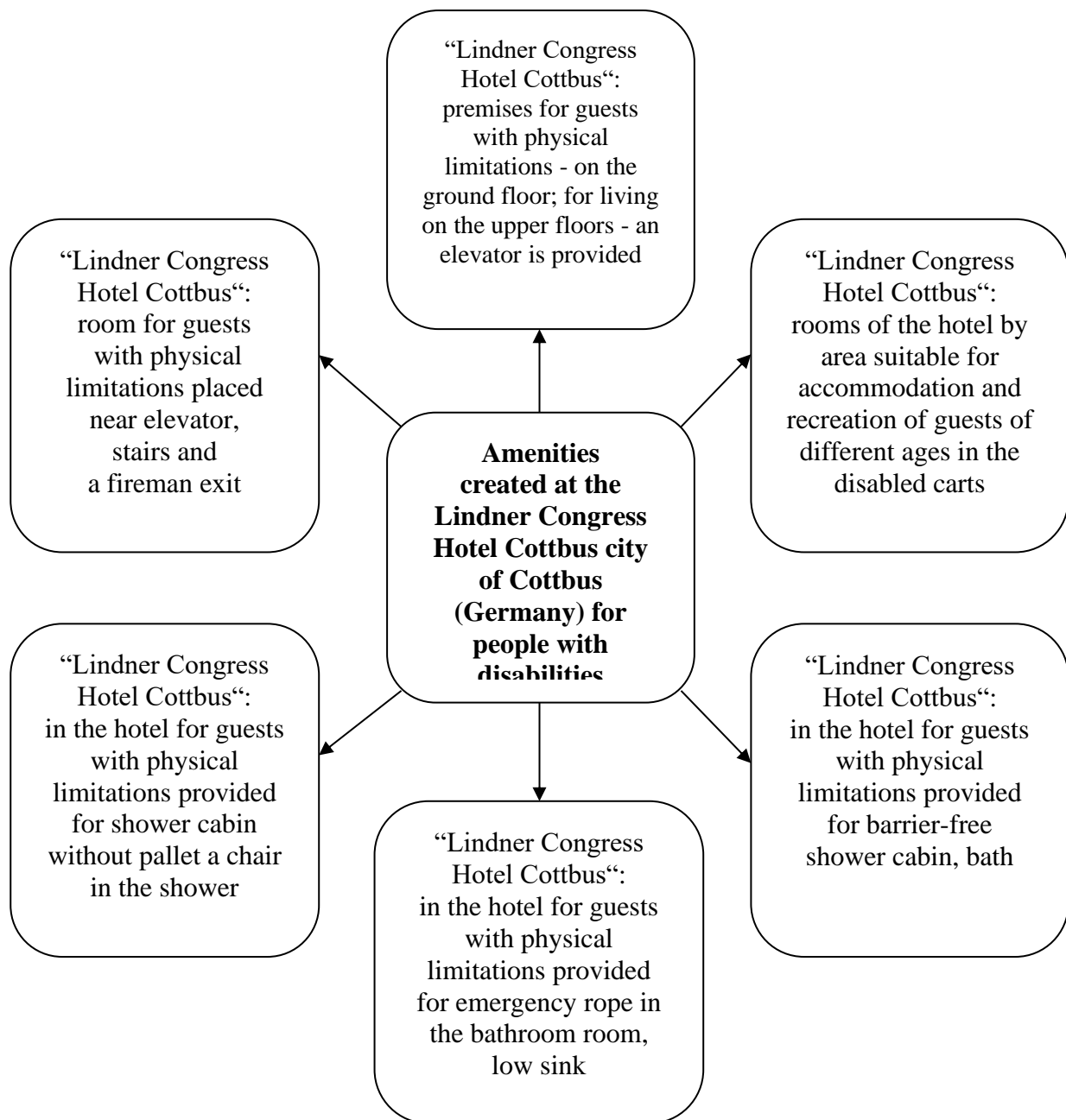
order to provide tourists with comfortable living conditions, it is necessary not only to ensure a sufficient number of accommodation places, but also to create appropriate conditions that will meet modern international requirements.

At the current stage, the hotel business in Ukraine has a number of certain obstacles on the way to its successful development. In particular, the opportunities of Ukraine for the development of tourism and hotel business are not fully used. After all, Ukraine has a favorable geographical position in the center of Europe, unique picturesque natural resources for the development of recreational and health tourism, and a rich historical heritage. In order to attract tourists, it is necessary to restore the historical and cultural heritage of many cities of Ukraine, rebuild and re-equip existing hotels and sanatoriums.

Not the least role in solving this problem is played by the holding of significant international sports and cultural and artistic events on the territory of our state, which will help to interest potential tourists. Another obstacle to the development of the hotel business is the insufficiently high quality of services and the level of customer service in many hotel establishments; there is an extremely small number of competent specialists in this field, in particular, this applies to management and service of the hotel industry.

In the near future, the hotel business will have to pay as much attention as possible to harmonizing national standards with European standards and improving the quality of tourist services. Today, the Hotelstars Union system is widely implemented in many countries of the world, which includes the assessment of such indicators as the size of rooms, the availability of conference rooms, qualified specialists, work with tourists' reviews about the hotel's work, and many others. In total, hotels are evaluated according to 270 criteria.

We will analyze the activities of the 4-star hotel, which is located in the historic central quarter of the German city of Cottbus. The comfortable and spacious rooms of the "Lindner Congress Hotel Cottbus" are equipped with all modern amenities. It is necessary to pay attention to the amenities created in the hotel "Lindner Congress Hotel Cottbus" for people with disabilities (Figur 7.)



Figur 7. Facilities created in the hotel "Lindner Congress Hotel Cottbus" of the city of Cottbus for people with disabilities.

** Source: created by the author based on [147, p.1].*

Since Ukraine has announced a course to join the European Union, the introduction of mandatory categorization of hotels based on the Hotelstars Union system will contribute to the growth of the quality of hotel services, as well as the overall image of our country in Europe. It is also important to take into account that all over the world great attention is paid to the development of inclusive tourism. When building and renovating hotels and similar accommodations, equipping common areas, vehicles, and

venues for events, the needs of people with special needs should be taken into account, because about 2,5 million travelers (about 10%) are persons with disabilities [146].

The development of social spheres requires the creation of equal conditions for all people. This is especially true for people with physical disabilities. Shops and other establishments equipped with ramps and handrails, wide doors and additional amenities allow such people to move and use services without hindrance. That is why the tourism sector is also actively developing in this direction – hotels are becoming more and more convenient for people with disabilities [147, p.1].

Important features of such hotels are: equipped entrance to the hotel; spaciousness of the room; specially equipped bathroom; additional amenities when providing services to hotel guests. The first thing you should pay attention to is a convenient ramp at the entrance to the hotel, convenient wide doors and the location of the elevator.

Hotels that position themselves as "invalid friendly" must ensure that rooms for people with disabilities are spacious, have wide doorways, and have folding handrails near the bed. The bathroom should be equipped with a special mirror and sink, and the shower head should be placed at a comfortable level.

In addition to the usual facilities, such rooms are equipped with emergency call buttons for hotel staff (in case a person needs urgent medical help). There should be at least three such buttons: two in the room and one in the bathroom [147, p.1]. It is important to study the foreign experience of the development of the tourism sector, especially the activities of hotel and restaurant complexes. Creating an accessible environment for people with disabilities will allow them to exercise their rights and basic freedoms, which will contribute to their full participation in the life of the country.

In Ukraine, the issue of rehabilitation of people with disabilities and special categories of the country's population – participants and victims of anti-terrorist operations and anti-terrorist operations – is an acute issue. The main task of the state in relation to a person with a disability is to provide the possibility of full or partial recovery of abilities for everyday, social and professional activities. Under such conditions, "inclusive tourism" creates the basis for the restructuring of society's

culture, its rules and norms of behavior, acceptance of all aspects of life and personal differences and needs of persons with disabilities due to their close, fruitful relations with healthy persons in modern society.

Full and effective integration of persons with disabilities into the life of society is possible under the conditions of elimination of barriers at various levels: institutional, architectural, mental, physical, informational, in the educational space, in the recreational sphere [30].

7.2 INTERNATIONAL MARKET OF SERVICES

At the current stage, we are observing a fairly effective development of one of the main forms of international economic relations - international trade in goods and services. The international market of services occupies a leading place in the processes of development and transformation of the world market caused by globalization. The service sector is constantly and dynamically developing, creating jobs and bringing significant profits to the countries of the world.

The most important economic feature of the post-industrial system is the formation of a society based on the production of services and information, and the technological base for transformation is a qualitatively new role of science and theoretical knowledge. In the conditions of globalization of the world economy, the sphere of services acquires dynamic development and becomes one of the influential factors that depend on the growth of the economy, the increase of the country's competitiveness on world markets, and the improvement of the well-being of the population: services, communication services, construction and engineering, educational, environmental, financial, medical, services in the field of tourism, recreational, cultural and sports, as well as transport services [149, p. 33-37].

The structure of modern post-industrial economy includes three parts: production; Service Industries; Agriculture. In the conditions of post-industrial globalization in developed countries, the most significant of these three elements is the post-industrial

service sector. The sphere of services acts as an activity for the provision of various types of services.

The sphere of services can be structured into: technical; construction, social services. The entire service sector can be studied as an activity to support the efficiency, adaptation and development of the technosphere, the economy and the social sphere. At the same time, as you know, in the past, the technosphere was called a part of the biosphere, transformed by people into technical and man-made objects that make up the environment of settlements.

We agree to call the sphere of services the activity of social services aimed at supporting and prolonging life, creating more comfortable and safe living conditions for the population, meeting the cultural, social and everyday needs of the population. A service is any event, activity or benefit that one party can offer to another party and that is basically intangible and does not lead to ownership of anything.

The sphere of social services and social service as a rather complex socio-economic phenomenon is the object of study of various sciences: economics, marketing, management, sociology, law, informatics, psychology and other sciences. However, in general, the theory of the service sector has not yet been developed.

Thus, at the conceptual level, it is emphasized that the restaurant business simultaneously acts as part of serviceology and the science of restaurants, their functioning and socio-economic significance. At the same time, there is a need to develop theoretical aspects of the field of restaurant services, starting with scientific foundations in the form of defining the essence and specifics of this type of service.

The service sector is a part of the economy that includes the synthesis and provision of all types of commercial and non-commercial services. In modern economies and societies, the service sector is becoming an increasingly important element of both the economy and social life. This area is accelerating growth and becoming a key sector of economic development and a non-commercial sector. Therefore, it is the service sector that makes up the main part (60-80%) of the economy in economically developed countries.

Restaurant services are part of the public catering system, which has an important economic and social significance. With different approaches, the field of restaurant services can be defined as a part of the economy, which includes all types of commercial and non-commercial services to ensure temporary residence of people in various life and work processes, and as a consolidated generalizing category, which includes the reproduction of various types of hotel services.

Despite global challenges and the polar division of the world, the share of the planet's inhabitants who have sufficient opportunities and consider it necessary to explore the world's tourist attractions is increasing. With the help of an important structural element of the international service market - tourism, travelers can change previous ideas about threats and challenges on our planet and offer possible conditions for solving crisis phenomena [150].

Consumers of tourist services analyze a certain segment of the market and choose the right continent, region, country, city for rest, recovery, scientific research, which provide an emotional component to increase individual, group or corporate productivity in the future. Every trip, hike is a way out of one's comfort zone, a desperate leap into an unknown world. A complete change in the surrounding environment, a change in living conditions and food, getting to know new cultures allows you to look at your life from a different angle, to get to know yourself and your capabilities better.

Traveling around the world, travelers have the opportunity to visually perceive sunrises in the mountains and sunsets over the sea, sandstorms in the desert and giant waves in the ocean, natural wonders and monuments of past eras. This gives them unforgettable emotions and serves as an additional impetus for creative and innovative ideas [151].

The structural development of the innovative model does not meet modern challenges and the most important global trends. In addition, the regulatory mechanisms used in the field of foreign economic activity of our state deform the economic environment in which enterprises have to work, as a result of which the development of the country's export potential is restrained.

Improvement of the state system of support and stimulation of the development of this potential, which should take into account accumulated international experience and be focused on reducing the cost of access to development resources, providing modern infrastructure based on the latest information technologies, and creating a business environment favorable for strengthening the export expansion of national manufacturers.

Qualitative features of the post-industrial economy, the knowledge economy, are as follows: the pace and scale of scientific and technological progress is such that changes in the material base of production and the quality of labor resources do not keep up with the growth of scientific and technical capabilities.

Accordingly, the requirements for the efficiency of information collection and processing, marketing research, advertising, i.e., for the types of activities whose main resource is knowledge, have increased; the role of management in the region of intellectual resources has significantly increased.

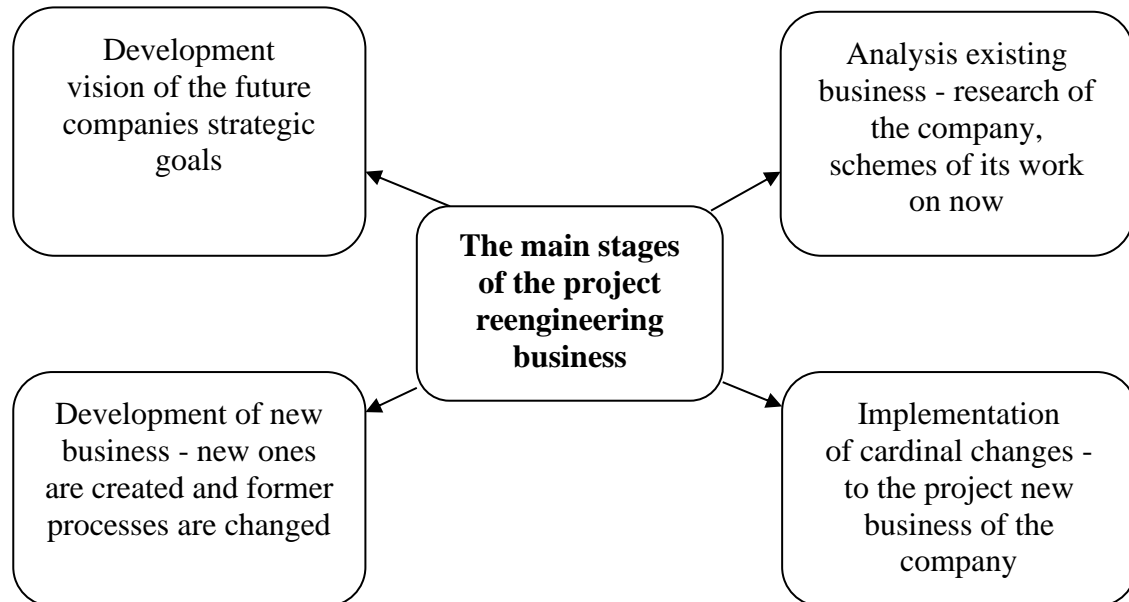
The system of organizing innovative activities at Ukrainian enterprises should not be limited to their own R&D (research and development works, but, on the contrary, should be oriented towards constant external monitoring, the search for innovations in the global information space, the evaluation and acquisition of new technologies necessary for their intensive development [152, p. 53-56].

The international services market combines international financial services (international leasing, factoring, franchising), international tourism, the international market of professional services and international consulting, engineering, reengineering, bioreengineering.

Consulting is a type of international activity in the provision of services, which is carried out by specialized firms of one country in the form of providing advice to states, manufacturers, sellers and buyers of other countries on a wide range of issues in order to conduct successful commercial activities.

There are companies that specialize in providing combined services, auditing plus consulting or legal combined with consulting, etc. This type of service also includes training and professional training of the customer's personnel [153, p. 12-16].

Thus, before applying a certain methodical approach to functional changes at the enterprise, it is necessary to identify the tools for redesigning business processes, highlight their characteristics, and align the enterprise's goals with the desired results. Let's consider the main stages of the business reengineering project (Figur 1).



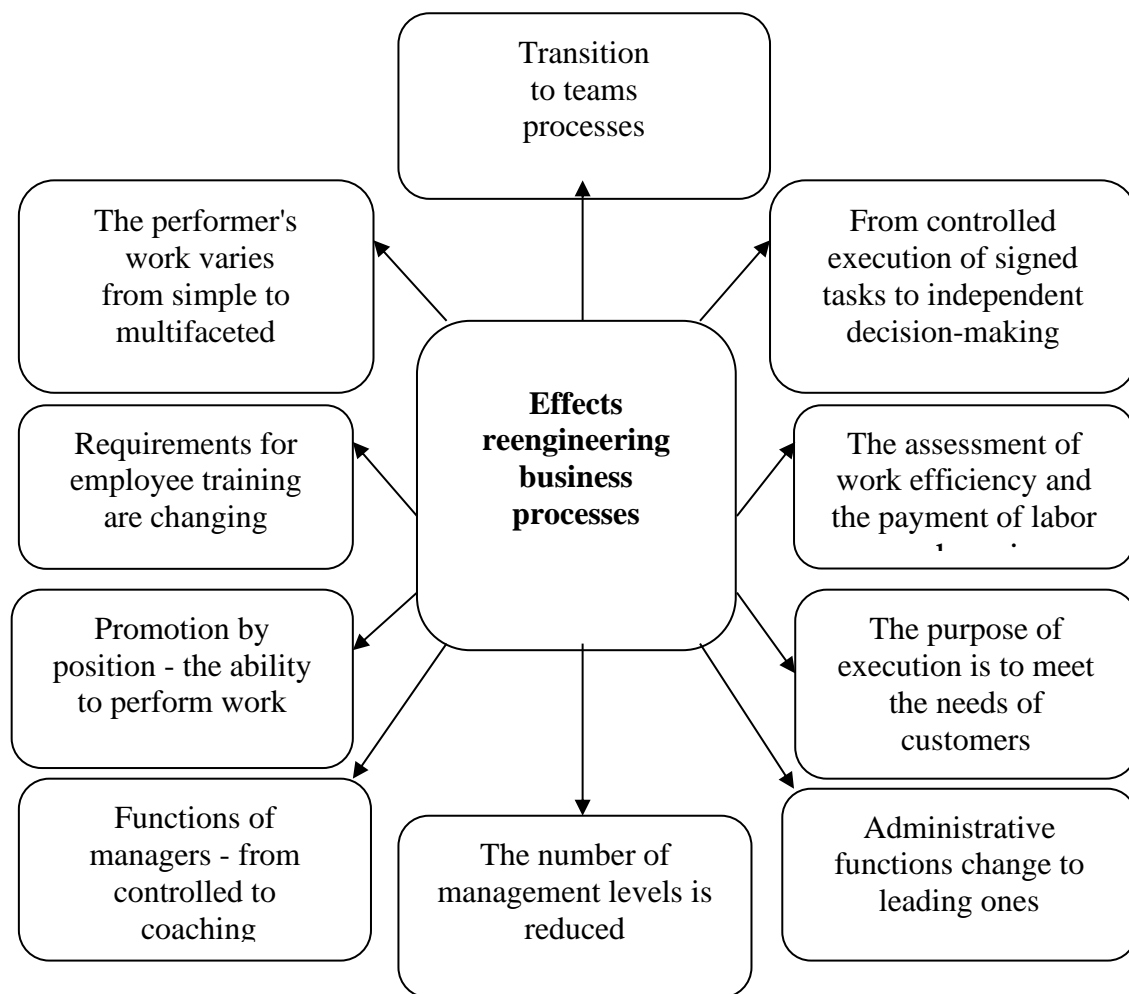
Figur 1. The main stages of the business reengineering project

**Source: created by the author based on [154, p. 121-126].*

Reengineering has a wide scope of application and is closely intertwined with other business process redesign tools and differs in the degree of coverage of multi-directional processes and functions, depends on the scale of changes occurring in the enterprise and application for any direction of entrepreneurial activity [154, p. 121-126].

In the new enterprise, customers are not below, but on the side of production, as if they were equal partners; direct executors interacting with customers are process operators, middle-level managers are heads of groups responsible for relevant processes (process managers) [155, p. 101-102].

Consider the consequences of reengineering business processes (Figur 2).



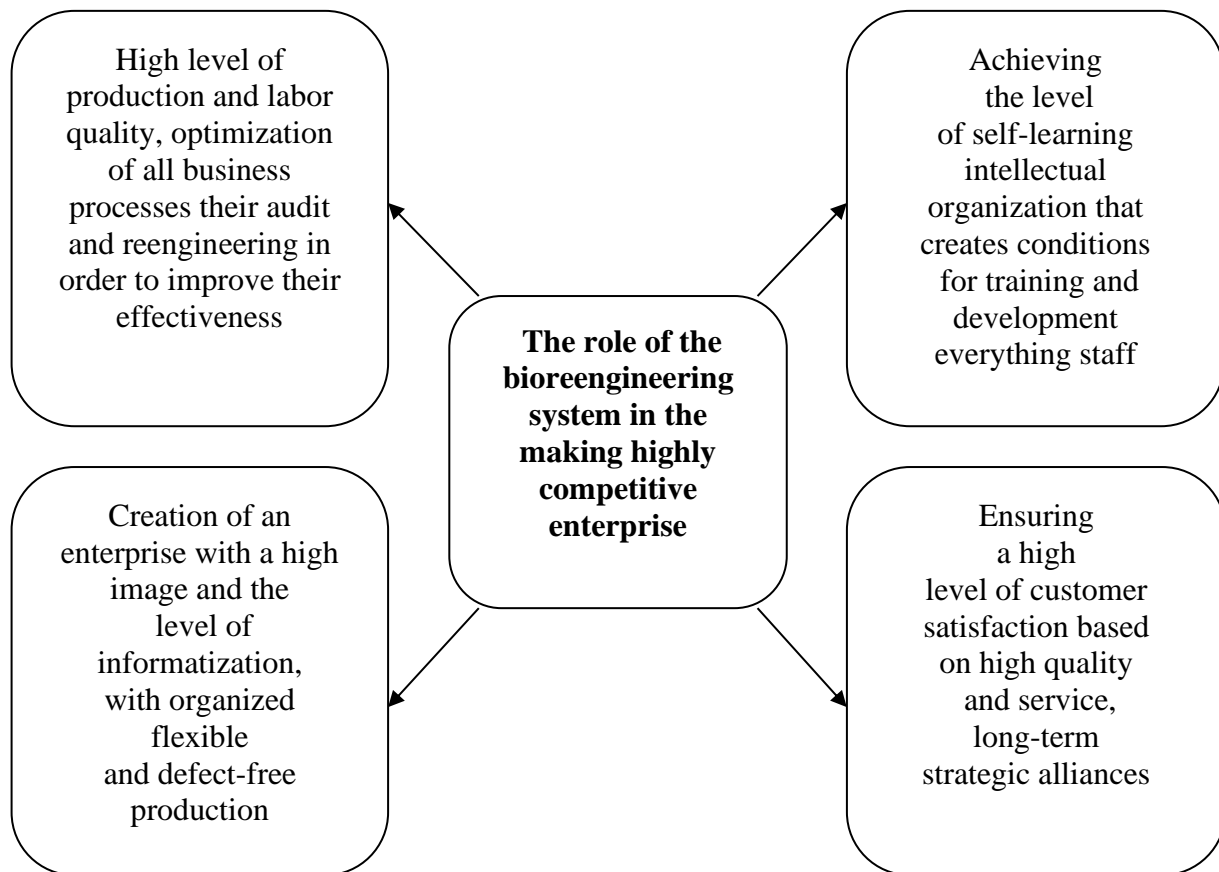
Figur 2. Consequences of business process reengineering

**Source: created by the author based on [155, p. 101-102].*

One of the types of engineering is bioreengineering. Bioreengineering is an organized design of the genetic architecture of an enterprise (as a living organism), which is achieved as a result of simultaneous work in the directions of consciousness transformation, restructuring, revitalization, renewal.

This is a fundamental rethinking and design of the organization's business processes in order to achieve radical changes in the main indicators of its activity, such as cost, services, pace, quality.

The role of the bioreengineering system in creating a highly competitive enterprise is shown in (Figur 3).



Figur 3. The role of the bioreengineering system in creating a highly competitive enterprise

**Source: created by the author based on [155, p. 101-102].*

This approach is based on the positions of key process management, transfers tasks from the purely management area to the sphere of system analysis and modeling and allows creating a competitive enterprise using the bioreengineering system.

Therefore, the study of tools for redesigning business processes is quite relevant at the current stage for optimizing the activities of business structures in Ukraine. The main part of international business is global companies that do not have a clear national orientation and it is within the framework of which the international movement of capital takes place.

When creating a global strategy, the TNC must solve two problems: to rationally place production, taking into account the peculiarities of individual countries, and to organize the coordination of the activities of all links of the corporation (production, sales, service, marketing) to achieve a specific result - an increase in sales volumes.

The choice of production location scheme depends on many factors, namely: the specifics of the products, the role of transport costs when delivering products to other countries, the need to take into account national policy in countries where national production is encouraged.

The success of the global strategy of the TNC depends not only on the rational placement of a specific type of its activity in different countries, but also on the organization of the entire activity of the corporation, its ability to quickly master the production of new products in the country of origin and abroad, as well as the use of modern marketing methods.

As a result of transferring part of the production process abroad, TNCs have the opportunity to use competitive advantages and the resource base of many countries. The recipient country receives financial infusions through direct foreign investments, there is an acceleration of attraction of the latest technological achievements, management experience, the state budget receives revenues through the collection of taxes from business entities.

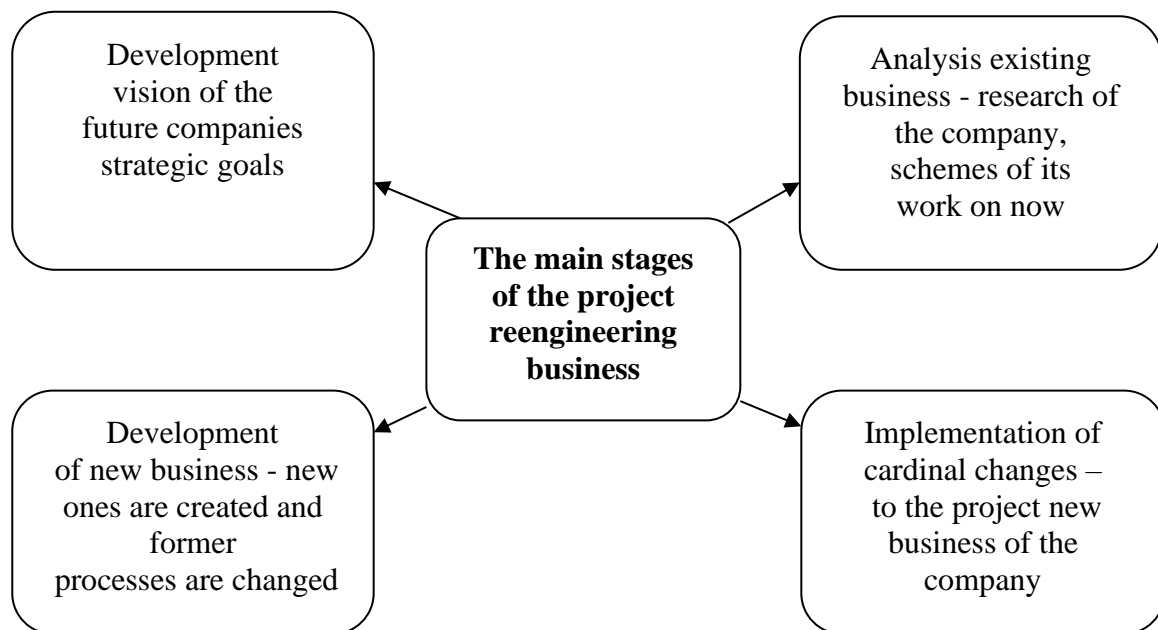
The parent company faces a number of opportunities and threats. Of course, having capital, it is advisable to place it in those countries where the return will be maximum. The geographically diverse orientation of the activities of TNC divisions of different countries makes it possible to reduce transaction costs due to the use in one's own interests of the features of state policy, in particular, tax legislation, differences in currency rates, etc.

TNCs are less vulnerable to the processes of global development asynchrony and economic crisis phenomena, because during periods of reduced business activity in a certain country, the TNC uses the support of its branches in states that are not affected by the crisis. Flexibility is an absolute advantage of TNCs over enterprises that operate exclusively on national markets.

It is necessary to justify such a new model of economic development, which would embody a unique form of synthesis of national socio-cultural foundations and effective forms of management of foreign experience. This new requirement reflects the specifics of the functioning of separate and compatible economic relations not only

based on taking into account internal business conditions, but also external conditions generated by globalization.

The main forms of separate and compatible relations of large and small enterprises are subcontracting, franchising, venture lending, as well as leasing, factoring, forfeiting. An equally important incentive is the opportunity to carry out full-fledged large-scale advertising for minimal costs. Let's consider the main stages of the business reengineering project (Figur 4).



Figur 4. The main stages of the business reengineering project

**Source: created by the author based on [154, p. 121-126].*

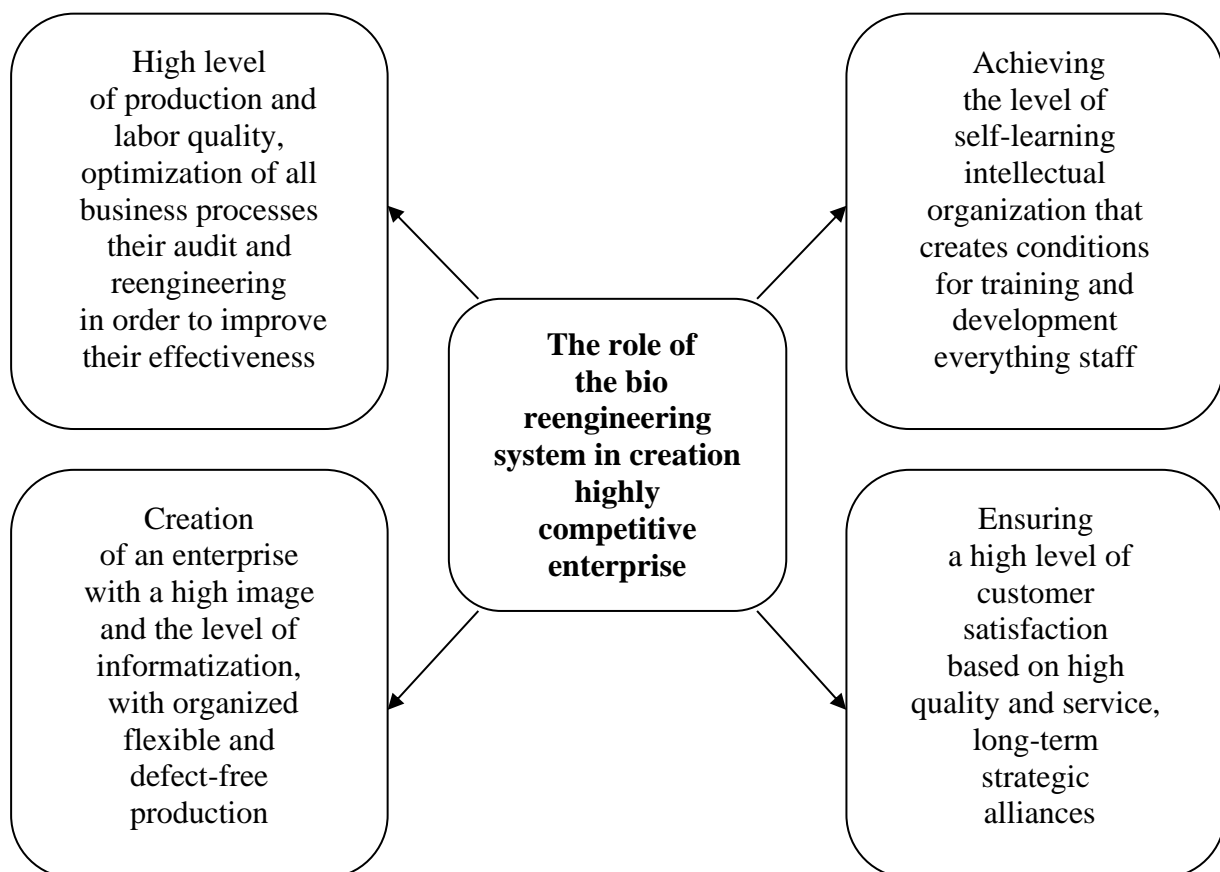
Reengineering has a wide scope of application and is closely intertwined with other business process redesign tools and differs in the degree of coverage of multi-directional processes and functions, depends on the scale of changes occurring in the enterprise and application for any direction of entrepreneurial activity [154, p. 121-126].

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An equally important incentive is the opportunity to carry out full-fledged large-scale advertising for minimal costs. Franchise consulting services include a forecast of the franchisor's income level and an assessment of possible risks. Companies specializing in this type of consulting services necessarily have lawyers on their staff who consider cases of protection of intellectual property rights. Specialists provide the business owner with proposals related to the adjustment of the main company's (franchisor's) work organization, taking into account the implementation of franchising.

Franchise consulting also includes services for adapting the franchise concept to regional markets. Consultants, after conducting an analysis of the feasibility of using franchising in a separate region, provide recommendations on choosing the most effective type of network. If the company plans to enter international markets, the consultants recommend working according to the master franchise scheme - the franchisor sells exclusive rights to develop the franchise network (selling franchises and supporting franchisees).

Companies specializing in franchise consulting provide consulting services not only to Ukrainian business participants, but also to foreign ones. Most often, foreign

franchisors order services related to the adaptation of the franchising concept to the realities of the Ukrainian market [156, p. 18-20].

In the case of franchising, an entrepreneur can independently choose the direction of activity, the number of franchises, etc. and thus diversify the risks of franchising activities in order to create stable profitability in any crisis. Franchising has a number of advantages that allow you to reduce operating costs and increase the efficiency of production activities, which is especially important for Ukraine in modern conditions.

For a fixed fee, the franchisee receives qualified assistance, which is otherwise too expensive for him. Consequently, the franchisor hires less administrative staff, which reduces its salary costs, while profitability increases, because franchisees have a greater incentive to achieve better results than an employee [157, p. 22-25].

When choosing a franchise, it is necessary to pay attention to the following information, which must be provided by the franchisor, namely: the history of the development of the brand; the concept of franchise network development; positive and negative experience of the franchisor. Franchise information: availability of trademark registration and know-how in Ukrpatent; the size of the lump sum (royalty); capital investments; requirements for the premises and its location; advertising and consulting support provided by the franchisor; product order frequency, terms of delivery; availability and content of the franchise package.

After all the information has been analyzed, the buyer should research in more detail the information about the franchise offered to him, as well as resolve all the issues that arose with the franchisor. At this stage, all available sources of information regarding the object of purchase should be used. If the entrepreneur is unable to independently assess financial responsibility, he should consult with specialists. Also contact consulting companies, Internet data, industrial exhibitions, various information and consulting centers [158, p. 63-69].

Franchising is a capital mobilization activity that attracts capital investment from investors seeking to become co-owners of any business, with the total amount of capital investment far exceeding the amount that could be obtained from traditional sources, equity or equity capital. Franchising provides an opportunity to start your own

business, using the experience, knowledge and support of the franchisor. In order to solve a number of problems that arise in connection with the action of external and internal factors, it is necessary to lobby the Verkhovna Rada for the adoption of laws on franchising; creation of a control body for the activity of this market; introduction of a training program for training specialists in the field of franchising; making it possible for franchisees to use a simplified accounting system [159, p. 22 - 25]. F

Franchising is a business organization in which an enterprise (franchisor) transfers to an independent person or enterprise (franchisee) the right for the sale of the company's product or services. The franchisee undertakes to sell the product or services in advance according to established laws and business rules established by the franchisor. In exchange for fulfilling all the rules, the franchisee receives permission to use the name of the enterprise, its reputation, product and services, marketing technologies, expertise and support mechanisms [160].

The franchising system has a whole list of advantages that allow more efficient organization of economic activity with lower costs, which will increase the competitiveness of the domestic economy. Franchising is aimed at obtaining new products, technologies and services; production, marketing and management; transition to new organizational structures; application of new types of resources and approaches to the use of traditional resources.

Scientific and technological forecasting aims, first of all, to study the possibilities that can be realized. The forecasted plan of scientific and technical development of the company, first of all, should be specified on such an important aspect of R&D, as a justified distribution of all types of resources between scientific fundamental research, research and development and technological training of the company. Networks are a real phenomenon today, their types are developing and acquiring new characteristics [161, p. 70-72].

The positive thing is that in the case of franchising, an entrepreneur can independently choose the direction of activity, the number of franchises, etc., and thus diversify the risks of franchising activities in order to create stable profitability in any crisis. Franchising has a number of advantages that allow you to reduce operating costs

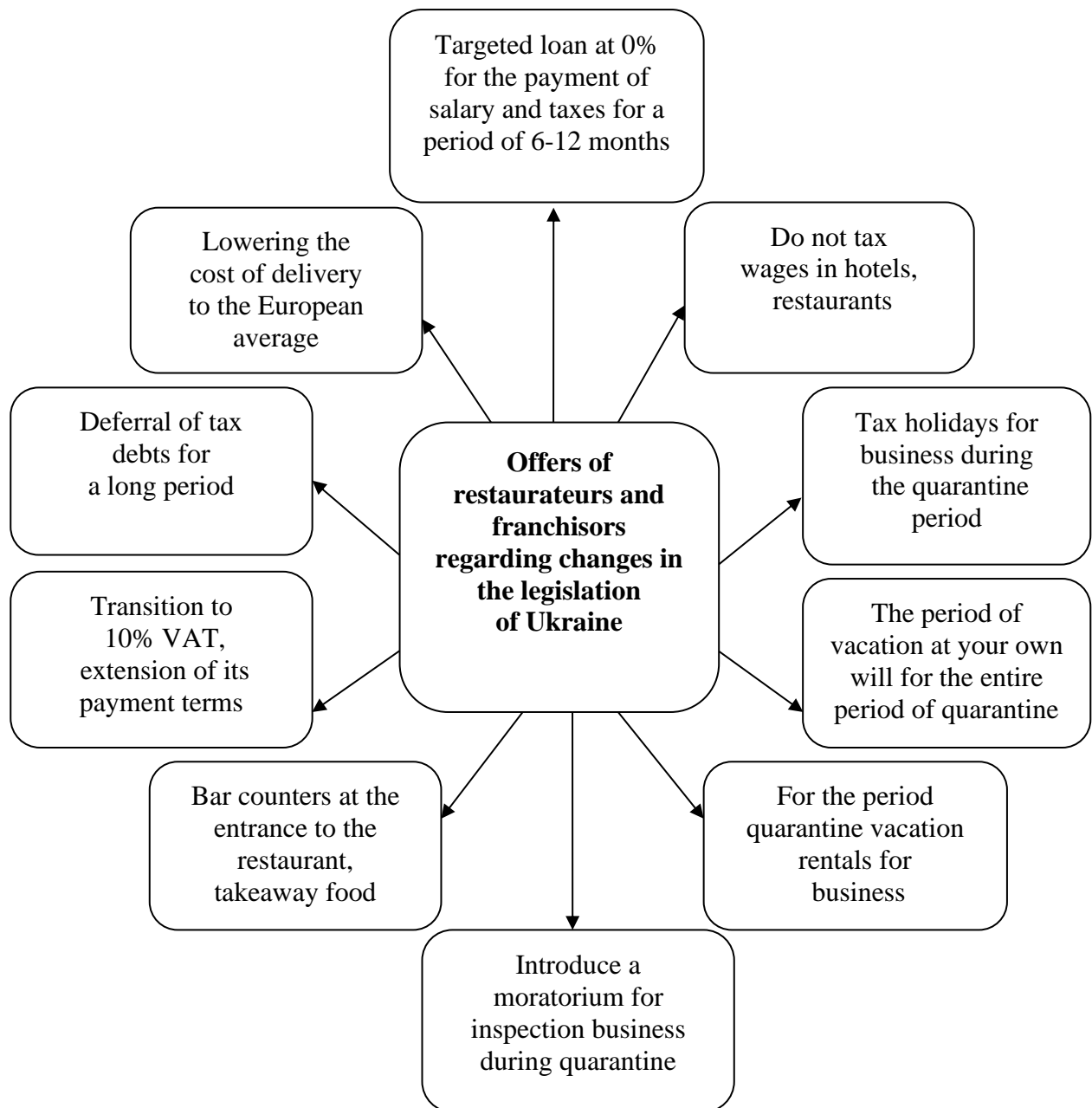
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The Covid-19 pandemic and quarantine restrictions brought significant transformational changes to the nature of the development of the restaurant services market – a decrease in profits, mainly in middle-class establishments, provoked a sharp drop in demand for the services of hospitality industry enterprises and increased their competition. Restaurants found themselves in a critical situation, facing a complex of new problems that must be solved in order to stay on the market. Solving these problems is inextricably linked to changing the market strategy in the conditions of European integration.

The needs for inexpensive family restaurants (the so-called middle price group), to limit the maintenance and creation of both cheap dining rooms and snack bars, and expensive restaurants and cafes, have been clearly outlined. The specified aspects require restaurateurs to work purposefully on the image of the establishment, its maintenance in order to maximally satisfy the needs of visitors according to the average price policy. Restaurateurs must be convinced of the rational use of their own funds [164, p. 181-196].

The proposals of restaurateurs and franchisors of Ukraine regarding changes in the legislation of Ukraine in connection with the COVID-19 pandemic are shown in (Figur 7).



Figur 7. Proposals of restaurateurs and franchisors regarding changes in Ukrainian legislation in connection with the COVID-19 pandemic.

**Source: created by the author based on [163].*

Ukrainian writer Bohdan Oslavskyi, researching "10 successful Ukrainian brands", noted that brand founders analyze their own development strategies, methods of overcoming crisis situations and key points that allowed them to stand out from their competitors. It is necessary to pay attention to the Holding of emotions "!"FEST" – a network of creative restaurants and conceptual projects, founded in 2007. The holding

has 18 restaurants in Lviv (the most famous are "Kryivka", "Gasova Lampa", "Lvivska Kopalnya Kava"), as well as 13 "Lviv Squares" establishments and 37 Lviv Chocolate Workshops in Ukraine.

The latter is also in Poland, the Czech Republic and Azerbaijan. In addition, it is worth noting that the Holding of emotions "!FEST" is a partner in the development of Stry Lev Publishing House, Ukrainian polo clothing "AVIATSIYU HALYCHYNY" and a significant number of other unique projects [165, p. 7-22].

So, at the current stage, the concept of "holding" is quite relevant, multifaceted and historically determined, therefore it denotes groups or associations of enterprises in which their members are economically dependent and in a relationship of control – subordination to one of the participants. The first independent feature of the holding should be called a special subject structure. Thus, one of the enterprises is called the main, managing parent or holding company.

The next important feature of the holding is the complexity and diversity of the structure. Thus, there are simple holdings, that is, those that are a holding company and one or more subsidiaries controlled by it (which are said to be “sister” companies to each other), and complex holding structures, in which the subsidiaries themselves act as parent companies in relation to other companies.

The analysis of the research of theoretical materials on the essence of the holding form of the organization of international business revealed a set of advantages of an organizational-management, market-competitive, technological-innovative nature, which causes a quantitative increase of TNCs as a form of entrepreneurial activity, as well as an expansion of the field of their management. Highlighting the main trends in the development of international holdings in the modern economy, it should be noted about the growth of the share of companies working in the service sector and the strengthening of the activity of powerful holdings based in developing countries.

Analyzing the conditions for the creation and functioning of the Holding of emotions "!FEST", various projects, such as the Festival of craft beer and vinyl music, the question arises, what exactly is a craft product? There is "LOCAL to GLOBAL" – a specialized business platform where producers of farm and craft products get the

opportunity to present their own products; find new customers; expand sales markets; learn about effective business scaling tools from leading industry experts (government development programs, international grants, investment projects and financial opportunities).

"LOCAL to GLOBAL" was created as part of the international exhibition of effective solutions for agribusiness "AgroKomplex 2019". The main goal of the exhibition organizers is to facilitate the access of small and medium-sized producers of quality products to the global market. By gathering producers of products in one place, the organizers present the wealth of the Ukrainian people, its colorfulness and progressiveness. By popularizing local brands, they create new trade opportunities both in domestic and foreign markets. After all, "LOCAL to GLOBAL" was created to open the world of national producers [166, p. 1].

The environmental management system does not deal exclusively with the environmental aspects of production processes. They relate to relationships with suppliers, contractors, products or services, performance of work, consumers and other interested parties. A systematic approach to environmental management can provide the highest management with information that will be useful for achieving long-term success and acquiring opportunities that will contribute to sustainable development by preserving the state of the environment, preventing or reducing adverse effects on it; reducing the potential adverse impact and environmental conditions on the organization of its employees and residents of the settlements where it is located; assistance to the organization in fulfilling mandatory compliance requirements; increasing environmental efficiency; controlling (or influencing) the methods of development of the organization's products and services, their manufacture, distribution, consumption and disposal, taking into account aspects of the expected life cycle, which will contribute to preventing the impact on the environment from an unpredictable transition from one stage of the life cycle to another during the entire life cycle; achieving financial advantages and advantages in functioning, which may be a consequence of the introduction of environmentally sound alternative approaches that

strengthen the organization's position on the market; exchange of environmental information with interested parties.

Information about interested parties, their needs and expectations is of great importance for planning, operation, monitoring and improvement of the management system and its processes, provides great help in determining the context of the organization and managing its risks and opportunities. Feedback from stakeholders can help an organization determine what and how to improve the organization. The "Stakeholder Analysis" (interested persons) method is common. Stakeholder analysis is better conducted by brainstorming, in which not only company employees can participate.

Stakeholder analysis consists of the following main stages: identification of stakeholders, analysis of the influence and interests of stakeholders, development of tactical actions for stakeholder management. Stakeholder opinion must be taken into account when identifying risks and opportunities for improvement. The organization must keep such information up-to-date through regular monitoring and analysis. To carry out an organization assessment, it is necessary to formulate the key needs, interests and expectations of the identified interested parties, and then analyze the role of each interested party and determine its significance [167].

We will analyze the activities of the chain of eco-restaurants and hotels "Batkivska Khata", which unites the following restaurants: "Batkivska Khata", "Kropyva", "Kyivska Rebernya", "Chef-bar", hotel complex "Yatran", cafe chain "Varenyki", "Mr. Cheburek" and others.

In order to provide restaurants with natural fresh products, our own closed-cycle agricultural production was started, from where dairy products, meat, vegetables, fruits, greens, etc. are specially supplied to "Batkivska Khata". Confectionery and bakery products, both for restaurants and to order, are made in our own confectionery workshop. Farm workers prepare ecological products for use in the winter: jam, dried berries for compotes, jelly, uzvars and morsas, as well as: cucumbers, cabbage, tomatoes, mushrooms, apples, watermelons. In the dairy shop of the integrated

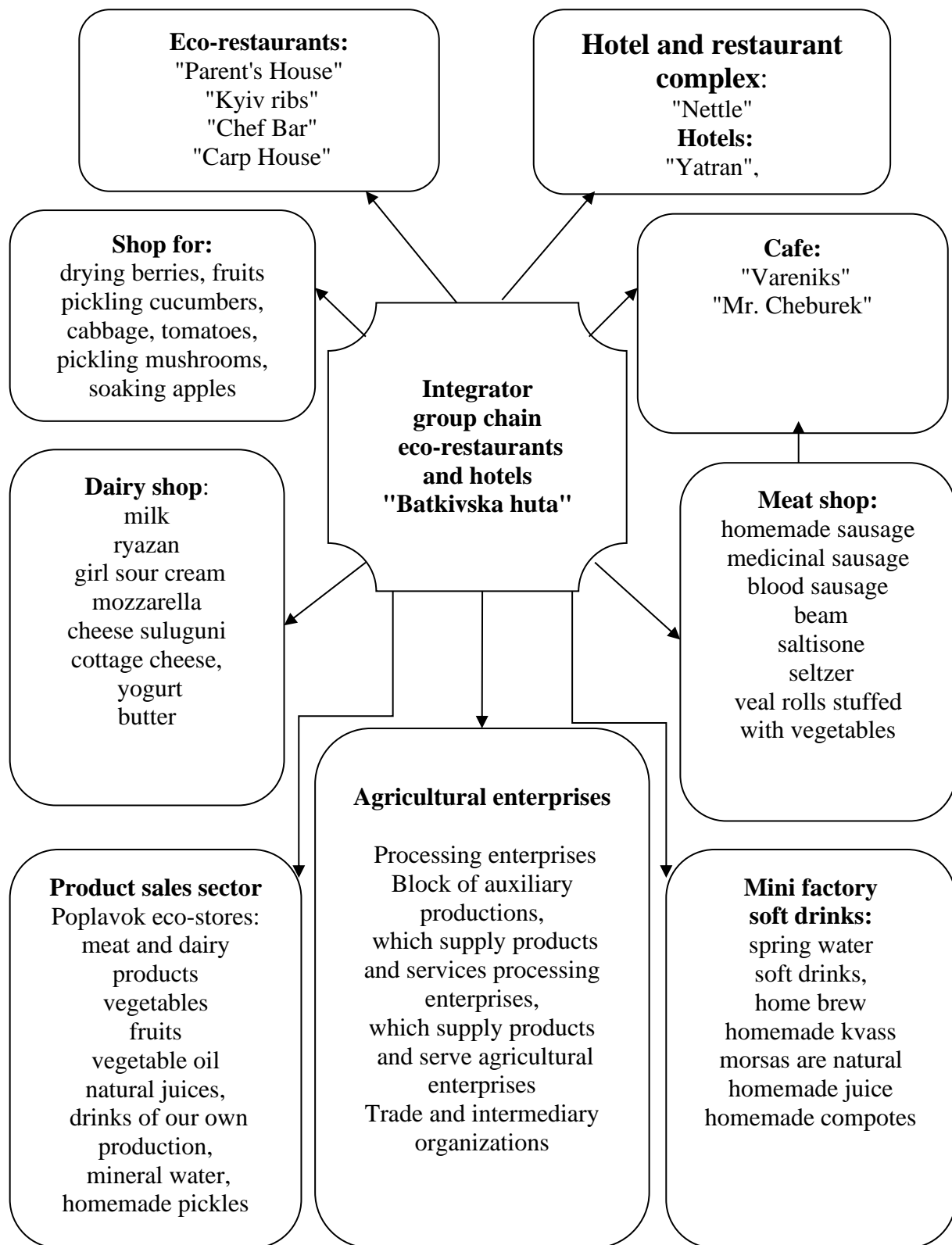
structure, useful fermented milk products are made: ryazhanka, sour cream, several types of cheese (mozzarella, brynza, suluguni), butter.

Dairy products are made in our own dairy shop from natural milk without preservatives, flavorings, stabilizers, artificial dyes and any flavor additives and include modern processing methods (pasteurization, ultra-pasteurization, sterilization). The butcher's shop prepares homemade sausage, blood sausage, balik, saltisone, seltzer, veal rolls stuffed with vegetables from fresh meat, not frozen. It also has its own smokehouse.

In a vertically-integrated structure, a mini-factory for the production of natural non-alcoholic drinks is successfully operating: citra, lemonade, cold tea, tomato juice, uzvar, kvass and morsas. The products of the "PoplavOK" eco-shops are natural food products with an increased content of useful substances. "Batkivska Khata" won favor thanks to the popularization of national cuisine. In the chain's restaurants, the popular trend in modern world cooking is "simple cuisine" – simple natural food made from ecologically clean products.

Our own closed cycle of production of healthy food products "from the farm to the table" is a time-consuming and complex process that has been engaged in for a long time. The main goal is efficient logistics, growing, manufacturing and providing restaurants with eco-products. Own trademark of farm eco-products "PoplavOK" was created.

Let's consider the production activity of the chain of eco-restaurants and hotels "Batkivska Khata" (Figur 8.)



Figur 8. Production activity of the chain of eco-restaurants and hotels "Batkivska
Khata"

**Source: created by the author based on data [168].*

The network's products have passed certification and meet European requirements, quality indicators and environmental friendliness. Agreements on export to the countries of the European Union have been signed. Taking into account the multifaceted nature of the enterprise's activity, it is worth noting the need for a certain list of interrelated strategies, which represent the so-called "strategic set".

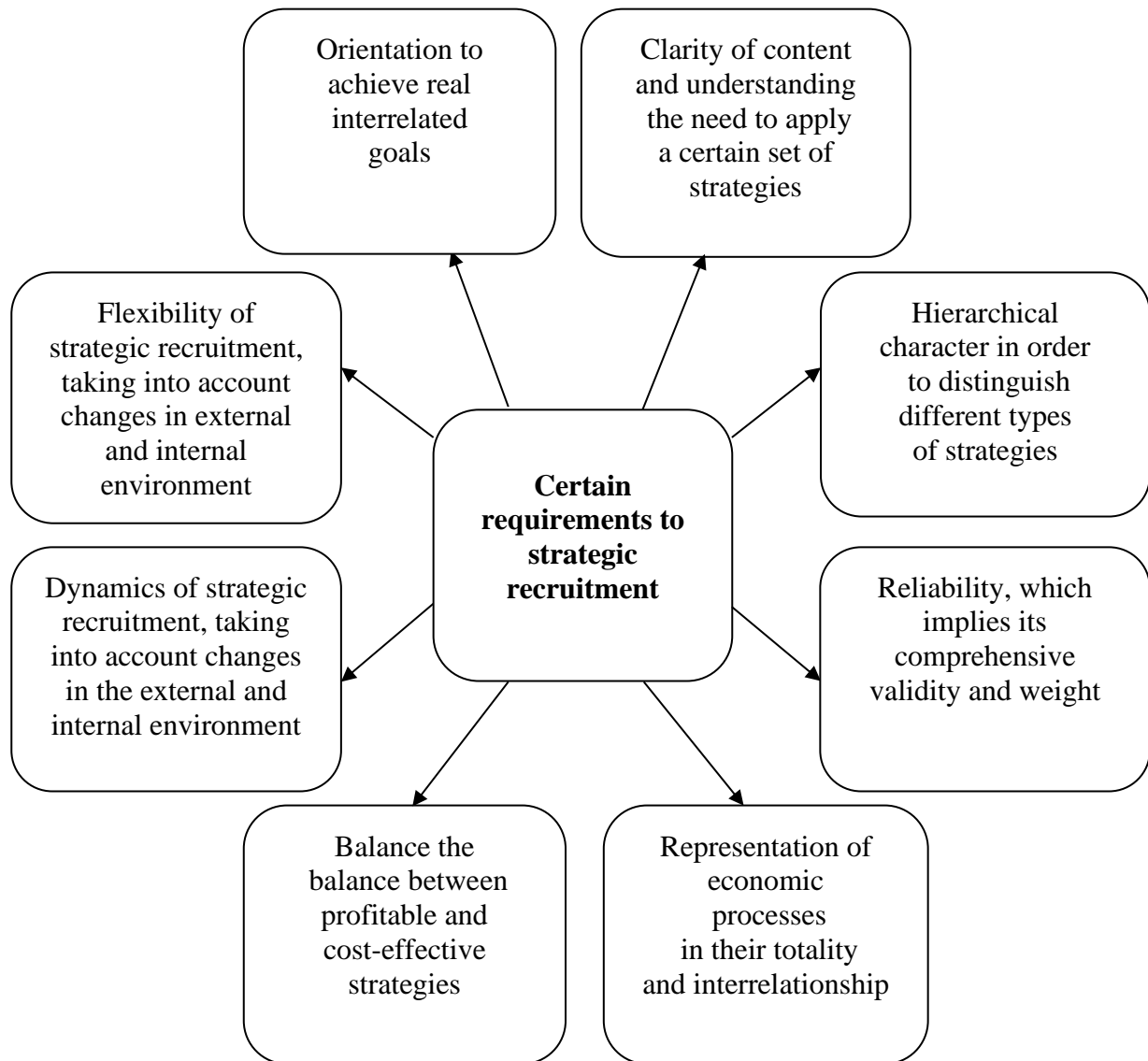
A strategic set is a system of different types of strategies developed by an enterprise for a certain period of time, which reflects the specifics of the enterprise's functioning and development, as well as the level of its claim to a place and role in the external environment. No two sets of strategies are identical to those used by firms, even if they belong to the same industry.

This is explained by the conditions of operation of each of the enterprises, namely: the features of adaptation of the internal environment to the requirements of the external environment, as well as the degree of active influence of the management on the formation of the environment of the organization's functioning in general [169, p. 322-323].

Strategic management is a way of organizing business that will allow to maximize the chances of accomplishing the tasks defined by the strategy. The strategy involves defining the long-term goals and objectives of the enterprise, adopting the course of action and allocating the resources necessary to fulfill the set goals. Each enterprise needs a plan that must be specially developed taking into account its features, circumstances and capabilities.

Strategy can be considered as a set of concepts that forms a plan for the future for the company. An important source of information for the formation of strategic goals is information about the internal and external environment, the analysis of which allows you to assess the reality of the set goals, predict possible changes and choose the most effective strategy of the enterprise.

Certain requirements for strategic recruitment (Figur 9).



Figur 9. Certain requirements for strategic recruitment

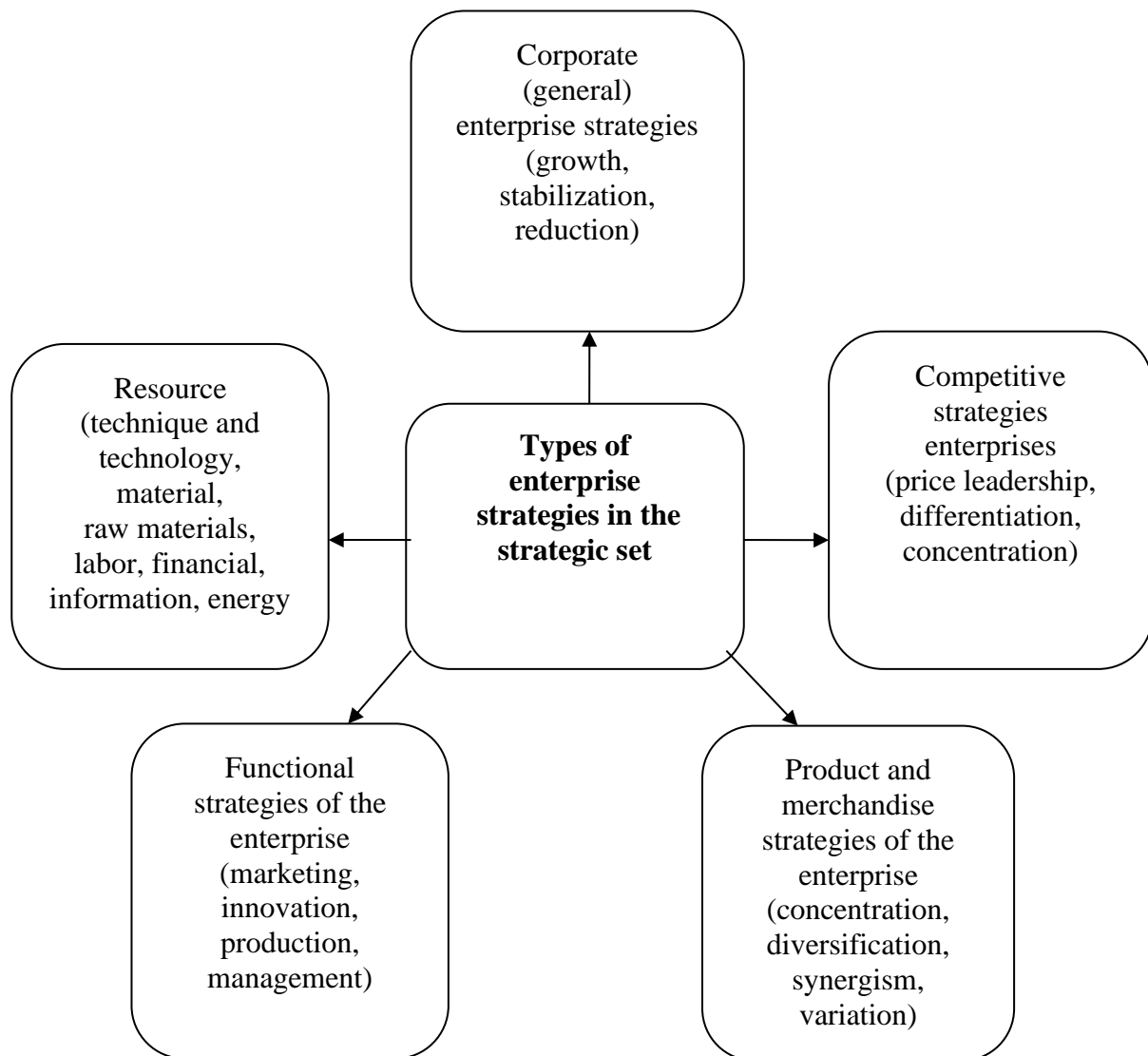
**Source: created by the author based on [170, p. 80-85].*

An effective and clearly defined economic strategy defines the company as a strong and stable competitor in financial terms on the market. Economic strategy should be understood as a prospective program of rational use of available and borrowed resources, aimed at ensuring the growth of the portfolio of orders (sales), stable economic profit, preservation of liquidity and growth of the market value of the enterprise at an acceptable level of risk.

The choice of an economic strategy depends on many conditions: the forms of competition, the rate and nature of inflation, the economic policy of the state, the comparative advantages of the national economy on the world market, and other

external and internal factors related to the capabilities of the enterprise, that is, its production and financial resources. The degree of compliance of the economic strategy chosen by the company with the general trends occurring in the business environment also determines its competitiveness.

Types of strategies in the strategic set (Figur 10).



Figur 10. Types of enterprise strategies in the strategic set

**Source: created by the author based on [170, p. 80-85].*

Therefore, innovative marketing should be understood as the concept of conducting business, which involves the creation of improved or fundamentally new products (product, technology, service, management solution) - innovation and the use in the process of its creation and distribution of improved or fundamentally new – innovative

tools, forms and methods marketing in order to more effectively meet the needs of both consumers and producers of goods and services [171, p. 32].

Neuromarketing is the newest complex of neuro-methods and neuro-technologies, which helps establish a communication link between the company and the consumer audience at the subconscious level and activate the purchase of goods and services. Systematizing the main subtypes of neuromarketing, one can arrive at three main basic elements: aroma marketing; merchandising; audio marketing [172, p. 210-212].

Traditionally, communication and visual merchandising techniques are used in restaurants. Communicative merchandising includes the techniques of persuasive communication with visitors, the ability to establish contacts, to unobtrusively convince the visitor that he has come to that particular establishment and that he should order this particular dish, even when he himself does not suspect it. If the techniques of communicative merchandising are successfully and competently applied, the client will order a dish and, if he remains satisfied with its quality, will return to the establishment again.

In turn, visual merchandising is aimed at automatically attracting the attention of the visitor, both to the restaurant itself and to its products in order to show proper interest. The main competitive advantage of the restaurant, in addition to the cuisine, is the atmosphere of the establishment, which makes guests interested in visiting it and talking about what they saw. When a restaurant is known for its atmosphere, it acquires fans, regulars, who, in turn, turn the establishment into a "trendy place".

To develop the restaurant's competitiveness factor, certain efforts should be made – use a professional interior designer, provide the establishment with a suitable concept, work on the menu and target audience. The second element that creates the atmosphere is the music in the restaurant. For most visitors, it is no less important than the color design of the interior, because it is an important component in the success of the business. After this, the owners should create their own unique menu style, signs and advertising material [173, p. 125].

Increased flexibility and efficiency in working with consumers, the possibility of individualizing service without increasing transaction costs. Increasing opportunities

to attract consumers, expanding advertising, cooperation with leading banks, joint programs to increase consumer loyalty (discounts, bonuses, special offers, etc.), formation of a permanent client base. Improving the quality, efficiency and flexibility of supply, solving the problem of spoilage of raw materials, the possibility of maintaining an exclusive menu.

Strengthening and increasing the efficiency of activities due to integration into adjacent business (restaurant at the hotel, company, etc.). Thus, for the development of an innovative model of marketing communication policy, the mechanism of creation and effective functioning of hotel clusters should be actively applied. Therefore, it is necessary to create various schemes of consolidation and cooperation of all participants of the hotel cluster (hotel enterprises, tourist operators, sanatorium-resort establishments, information portals, suppliers, etc.) along with purposeful use of funding sources based on private-state partnership.

However, it should be noted that a systematic approach to building a cluster hotel product can become an effective mechanism for improving the communication policy of many domestic hotel enterprises and be an important driver for improving marketing policy [174, p. 139-143].

International experience shows that the hotel and restaurant business is developing at a fairly fast pace, generating more and more competition, but at the same time, a large number of hospitality establishments are being pushed out of the market. The problem is the choice of an ineffective development strategy and the adoption of unfounded management decisions that can ensure the development of the institution in modern market conditions.

One of the modern trends in the development of the hospitality industry is the deepening of the specialization of the hotel offer. Along with full-service hotels, various types of accommodation facilities are actively being created, which are aimed at serving certain segments of consumers, for example, young people, families with children, conference participants, businessmen, vacationers for the purpose of health, and motorists.

They form the main characteristics of a specific type of hotel enterprise: hostel, resort hotel, business hotel, hotel-office center, sanatorium, motel, etc. It is worth noting that in the theory of the hotel business, in addition to the purpose of visiting a tourist destination, the main determining factors for the typification of hotel enterprises are: location, length of stay of guests, mode of operation of the accommodation facility, room capacity, catering, price policy. According to DSTU 4527:2006 "Tourist services. Means of accommodation. Terms and definitions" in Ukraine there are 15 types of hotels (agro hotel, water hotel, apart hotel, boat hotel, hotel and office center, club hotel, congress hotel, resort hotel, motel, luxury hotel, residence hotel, palace hotel, sanatorium, fleet, hostel), each of which can be characterized by the factors listed above [175, p. 70-72].

The material component of the hotel's service product largely characterizes the development of the infrastructure, in particular sports, health, business, trade and entertainment infrastructure, on which the possibilities of providing additional services depend. A special role is played by the improvement of the hotel territory, while its level is affected by the presence of its own parking lot, its convenience, and the sufficiency of parking spaces; availability and arrangement of a children's playground, park area, places for rest and walks; cleanliness of the surrounding area and its design, the use of fresh flowers and trees, sculptures, creativity of landscape design, etc.

The material and technical component of the hotel service product also characterizes the location, which refers to one of the classification features that affects the type of hotel, its concept [176].

Considering the specificity of the hotel service product as an intangible product, its provision is related to a set of actions and operations that form a process consisting of a set of technologies that are performed in a certain sequence and, depending on the operations and tasks, involve the use of an appropriate set of measures, methods and tools. Service in the hotel sector is provided by a complex and multifunctional system of processes, therefore, the process is an integral part service product is also a complex parameter, the specifics of which are determined by time and technology. In the service sector, time is one of the parameters that determines the level and quality of service

and affects consumer satisfaction. In the hotel, this parameter is characterized by such attributes as the speed of response to the client's request, the timeliness of service, the promptness of service provision, the convenience of the hotel's service hours.

The basis of the process of providing services as a component of the service product is the totality of technology. The technological process of providing a hotel service includes a number of operations that directly affect the customer experience, creating either a feeling of satisfaction or disappointment in the customer. They can be identified by points of contact with the customer, including: booking; meeting – departure, registration, processing of documents and accommodation; room service; service during meals; service during the provision of other services.

Taking into account the complexity and variety of processes that ensure the operation of the hotel, we have classified the technologies that require management to ensure the customer-orientation of the hotel's service product. The key is the technology of hospitality, which is understood as a set of procedures, specific actions for the provision of the main accommodation service and additional services in the hotel.

Using a significant influence on the perception of the hotel's service product of cleanliness in the main premises and the room, cleaning technologies play a special role. Considering the fact that a hotel is a means of accommodation that provides a complex of services, the service product is characterized by service technologies that are also used during the provision of additional services (household, food, transport, entertainment, sports, wellness, excursions, etc.).

Safety of stay, preservation of personal property and valuables, as well as confidentiality of individual information are increasingly important in modern conditions for consumers of hotel services, so we highlight security technologies as a separate component of the process. The success of the hotel and the stability of its development depend significantly on the satisfaction of the guests with the quality and level of service, therefore special attention is needed in the hotel for their control technology, which is characterized by the presence and implementation of service standards, methods, tools and periodicity of assessment and control of the quality of

service, the level and quality of internal processes, on which the terms of service depend.

In the era of the digital revolution, hotel processes cannot be imagined without the use of modern information and communication technologies and electronic means. In addition, in the complex conditions of rapid and profound changes, to ensure the stable operation and development of the hotel, an adequate management system and appropriate technologies are needed for new challenges. As a result, hospitality, security, quality control, information, and management technologies are used to ensure the operation of the hotel, each of which contributes to ensuring the hotel's customer-oriented service product.

Referring to the service sector, the specificity of the hotel service product is the direct interaction of guests with the staff and the high dependence of the result of service provision on the qualification, level of performance of professional duties, personal qualities of employees, which requires the formation and effective use of human capital.

It is the hotel employees who act as a direct guide in the process of organization and provision of the offered services, ensure the appropriate level of service for the hotel category, form the consumer value of the service product as a whole, therefore, along with the process, the staff is allocated to a separate component of the hotel service product. Among the parameters characterizing it, personnel management should be singled out, on which the personnel potential of the hotel depends.

The key factors characterizing hotel staff are the level of qualification of employees, which depends on their possession of professional knowledge and competences, stress resistance skills, as well as experience in the hotel industry. They affect the quality of the services provided, the level of service, the ability to anticipate and quickly respond to guests' requests, which requires both a certain level of qualification and the employee's personal initiative. In total, the level of qualification and personal qualities form the professionalism of employees in the field of hospitality.

Special requirements are placed on the front office staff, who come into direct contact with the hotel guest. Employees of the contact areas of the hotel must be able

to work in a team to create an atmosphere of hospitality, always be friendly and attentive to the guest, ready to help them solve problems and fulfill their requests; they should show patience and restraint, maintain a positive attitude, be able to resolve conflict situations.

A significant influence on the formation of a sufficient level of client-orientation has personnel management, a system of motivation of employees regarding dedication to work, efforts to perform professional tasks and duties at the highest level, and the manifestation of initiative and creativity. Considering that the corporate style is an integral part of the hotel brand, the appearance of the staff is an important attribute.

The presence of branded clothing, together with a pleasant appearance and a neat appearance, confirms the presence of the hotel's own "face", which can contribute to improving its attractiveness for potential customers and increasing the satisfaction of guests who have used its services. The creation of loyalty and impressions of guests is based on emotions, feelings of the client's importance for the hotel, and is ensured by the coherence of all business processes of the hotel industry. Hospitality institutions are of great importance in this process.

These include: norms, rules, standards of service and staff behavior, brand, reputation of the hotel, corporate culture, etc. In the process of attracting and satisfying customers, it is important not only to create a highly valuable service product, but also to demonstrate its main idea to potential consumers and staff. At the same time, the emphasis in the communication process must be concentrated on bringing to the target audience the unique differences and properties of the offered product, their ability not only to satisfy needs, but also to solve possible problems. In this case, the brand acts as a means of communication as a complex concept that integrates all involved marketing elements, reflects reliability and trust in the company, unchanging corporate values regarding the creation of a high-quality service product of the hotel.

In turn, corporate values and their ability to satisfy the needs of potential consumers are expressed in the mission of the hotel, the formulation of which focuses on what goal the institution seeks to achieve and why. In the case when the main messages of the mission coincide with the views, judgments, and values of the target audience, we

can consider the achievement of client-orientation. Therefore, the task of its formulation in the hotel industry is to bring to consumers an understanding of their interests, requirements, expectations, needs and readiness to create and offer such a service product that is maximally oriented to them [28].

7.3 MODERN TRENDS IN THE DEVELOPMENT OF THE HOSPITALITY INDUSTRY

The modern hospitality industry is a special independent branch of the economy, which combines separate industries and enterprises, the functions of which are to satisfy the demand for various types of recreation and entertainment. It covers tourism, hotel and restaurant business, recreation and entertainment, contributes to the efficiency and development of the national economy, because as a result of the increase in popularity, the state budget grows, the employment of the population increases, its standard of living, a new impetus to the development of folk crafts appears, a positive influence is exerted on the rest of the industries related to the creation of hotel and restaurant products are developing social and industrial infrastructure.

Among the main trends in the modern development of the hospitality industry, we can highlight:

- deepening the specialization and diversification of accommodation facilities, restaurants, and entertainment facilities;
- formation of large corporate forms, i.e. hotel chains, restaurant chains, which become transnational companies;
- wide use of management information systems, technological support, and marketing in the hospitality industry;
- integration of the capital of hotel, restaurant, entertainment enterprises with the capital of financial, insurance, construction, transport and other spheres of the economy;
- wide use of scientific management in the organization of the hotel and restaurant business, as well as its management;

– development of a network of small enterprises for entertainment, focused on a specific market segment [177].

To maintain the competitiveness of a hotel enterprise, a clear definition of the content and sequence of specific actions to achieve the set goals is necessary, which determines in a broad sense the process of planning and forecasting the activities of hotels.

Competent planning and rational use of various resources available to the hotel enterprise (material, human, scientific and informational, organizational, time, intellectual and other types of resources) allows you to look into the future of business, develop a strategy and tactics of the hotel enterprise's production and economic activity and , as a result, leads to the intended goal with a more effective result. In the conditions of fierce competition, every enterprise strives to win its economic space, target audience.

Competitive strategies of enterprises are not only maintaining their position on the market and stable functioning, but also further development and improvement of business. In order to manage the process of operation of the hotel enterprise, it is necessary to constantly renew and maintain it in the state stipulated by the standards and technical conditions, to ensure the rhythmic provision of services of a certain quality.

Management of the development process of a hotel enterprise is aimed at changing its state, transforming it to a predetermined level, corresponding to or exceeding the current highest global achievements of the hotel industry. The basic law of marketing indicates that any service (or product) that is delivered to the market must exactly meet the needs of the consumer.

Another law of marketing states that there is no single market, the market always consists of separate segments, in each of which there are buyers with certain needs. Hence the task of adapting each service to one or another market segment. All this, undoubtedly, also applies to enterprises that provide hotel services.

At the same time, the successful management of hotel business is a complex, responsible and multifactorial process that requires the manager to have a combination

of knowledge and skills in various areas of the hotel enterprise's economic activity: the legal basis of the hotel business, financial and investment analysis, accounting and management accounting, marketing, personnel management, statistics, innovative management, economy and enterprise management, hotel management, organizational culture in the field of hospitality and other areas.

The analysis, research and use by the hotel enterprise of current world trends in conducting economic activity, first of all, the active use and development of information technologies and information programs for mobile phones, affects the improvement of the quality of service, increasing the competitiveness, image and reputation of the hotel enterprise, makes it attractive and unique for customers [178].

With the help of information technologies, management tasks are solved, which include:

- obtaining reliable management information about the operation of the entire hotel complex as a whole and each of its divisions separately;
- optimization of business processes;
- reduction of paper document circulation;
- increasing the effectiveness of monitoring the activities of hotel services and staff;
- optimization of operating costs;
- performance of statistical and analytical functions [179].

In today's conditions, the hospitality industry is characterized by the following development trends: formation of hotel chains; wide use of management information systems, technological support in the hotel industry; integration of the capital of hotel complexes with the capital of other areas of the economy; application of new ideas of scientific management in the practical activities of hotels; development of a network of small hotel enterprises focused on a specific market segment. In this context, significant attention is paid to new trends characterizing the deepening of specialization, diversification, conceptualization and greening of hotel services.

The application of the innovative eco-hotel system is designed not only to increase the comfort of the client, but also to preserve the environment thanks to the use of

natural energy sources. This system is based on the following: solar panels on the roof for heating water; air generators for electricity production; window glass from secondary raw materials; furniture from recycled materials; production of heat and energy from household waste; the presence of a rainwater collection system (for further use when watering plants, flushing toilets, in combustion engines, etc.); the presence of a thin layer of soil and greenery on the roof as heat and noise insulation; conversion of food waste into fertilizers, etc.

Greening and specialization of hotel enterprises, diversification and "hedonization" (hedonism – philosophy of pleasure) of hotel services, conceptualization and technology of offers – this is innovative hotel policy as a means of survival, finding new "market niches" and expanding the range of hotel services. At the same time, the single concept requires consistency from the hotel company, since the "zigzag policy" will not make the company profitable [180].

Ecosystems are an example of effective operational models of production and consumption. What is most admirable is the enormous diversity of ecosystems around the world, as they demonstrate efficiency in providing for all needs by using what is nearby.

The availability of new alternatives, which exclude "side" dangerous effects and toxic products, should encourage scientists and entrepreneurs to implement such balanced technological schemes of production. Industry and commerce need our approval of such production approaches, given their environmental and health value [181].

The application of innovative processes in the economic activity of hotel and restaurant establishments creates favorable conditions for the effective development of the tourism sector in general. Tourists' rest includes full meals and accommodation in appropriate conditions, promotes spiritual and physical recovery of travelers. Consumers are urged to spend more - this is a stereotype of blind logic that encourages citizens to buy, because someone sees it as a way out of the crisis, and all of us and future generations will never be able to pay off this debt.

Such are the principles of the ineffective economic model of the "Red Economy", which borrows from nature, from humanity, from everyone, without thinking about debt repayment, leaving it to future generations. For comparison: the "Green Economy" model requires companies to invest more, in return, consumers are ready to pay more to achieve the same or even less result while preserving the environment [181].

The region is characterized by the following features: limiting the territory with production infrastructure, natural and labor resources; focus on a specific type of activity, taking into account the hospitality industry; unique external and internal connections. A region is a part of the country's territory that differs from other parts by a set of naturally and historically formed, relatively stable geographical, industrial, social and institutional features and has a certain degree of integrity and internal unity.

The approach to the region as a reproduction system indicates that the region should be considered as an open subsystem of the socio-economic complex of the country with a completed cycle of reproduction, special forms of manifestation of reproduction stages. Therefore, one of the main opportunities for increasing the degree of innovative development of the region in the conditions of a new favorable system is the dissemination of scientific results, their transfer, adaptation to them and the involvement of the maximum number of regional enterprises in innovative activities, expanding the space of innovative development as a form of its transformation.

The effectiveness of the expansion of the space is expressed in the formation of the region on the path of innovative development, in a more active transformation of the institutional environment, in socio-economic development, in the leveling of disparities in the level of development of the region.

As an approach to determining the perspective of the region's development of the potential of science and innovation, a method of identifying thresholds reflecting the degree of its innovative development, as well as establishing connections between regional groups in the field of scientific and innovative process, is proposed.

The theory of infrastructure development is directly related to global trends in the development of civilization and a specific technological structure. The analysis of

knowledge about the development of production became a prerequisite for understanding the process of infrastructure transformation and its connection in a specific historical perspective with structural transformations on a national scale. In its most general form, infrastructure is a structure that is constantly being transformed.

At any stage of historical development, the main purpose of infrastructure was and is to create conditions for life. Over time, life activities changed, needs and interests changed. These regulations contain such a definition of infrastructure as an arena of social relations, a powerful technological cycle, a powerful engineering economy of the life support system of people, a set of engineering and technical structures, material elements, without which all types of human activity are impossible. It is worth noting that there is a concept of "infrastructural industries", for example, such as communication, transport, health care, science, hotel and restaurant business.

However, the concept of infrastructure is legitimate in other aspects, for example, the infrastructure of the country, region, settlement, as well as the industry. With this approach, this term should be understood as all engineering and technical structures that provide conditions for the normal functioning of this object. Therefore, it seems logical to call this type of infrastructure based on the object of action and the scale of the production system: international, national, regional, local, branch.

In the innovative economy, the key factor of production is knowledge and creative potential. It is logical to assume that such a system is extremely demanding of the system of institutions of the region responsible for the production, transfer and use of information. In this regard, it seems appropriate to consider information infrastructure in more detail as the basis and most important component of innovative production in the region from the point of view of an institutional approach. In this context, it is important to note its role in providing hotel-restaurant and tourist complexes. In the context of the formation of the elements of the innovative economy, information provision is a key factor that determines the potential for the development of the knowledge-intensive economy of the region.

In the conditions of globalization, a single global information space is actively being formed, the reorientation of leading industries to the model of innovative type of

development as the most promising, the formation of methodology and evaluation of information infrastructure are becoming decisive for the regional economy in the context of the perspective of development and increasing the competitiveness of the region. Speaking about the genesis of the concept of information infrastructure, it is worth noting that with the development of science, technology, and the transport system, there was a need to improve methods of storing, processing and transferring knowledge.

The territory, which is the socio-economic space in which the hotel and restaurant business is developing, should be singled out as a significant factor. The influence of economic and financial factors on the sphere of hotel and restaurant services (such as a change in the economic and financial situation, the level of income of the population) is due to the fact that there is a close relationship between the development trends of the hotel and restaurant business and the economy of the region.

As a rule, the level of development of the material and technical base and infrastructure in the field of hotel and restaurant services depends on the economic situation of the region. One of the important factors affecting the development of the hotel and restaurant business is the environmental one, which determines how satisfied the consumer is with service, rest, fulfillment of wishes, due to the feeling of comfort, the atmosphere of hotel and restaurant services, safety, and the beneficial healing effect [182].

Quality issues play a very important role in the provision of hotel services. Without quality service, the hotel is unable to achieve the desired goals. As evidenced by the world practice of the development of various hotel chains and corporations, the result of high quality service is profit. Studies indicate that the main factor when a client chooses a hotel again is the quality of service provided to him during the first visit.

If you can attract a client the first time with good advertising or an attractive interior, then he will come the second time only thanks to the professional work of the staff and high quality of service. An inexhaustible reserve for improving the quality of service to tourists in accommodation facilities is an increase in the list of additional services. In addition to traditional services, each hotel enterprise, taking into account

its specifics and contingent of tourists, can constantly expand and diversify the sphere of services.

There are many business hotels that offer weekend fishing, boating, hunting, etc. as additional services. In order to expand and strengthen business contacts, hotel management organizes meetings based on interests, conducts "round tables" directly at the enterprise, as well as exhibitions and sales of works of art.

There is also a saturation of the 4- and 5-star hotel market in Ukraine. This is the most profitable sector, however, free niches will soon be filled, and the interest of investors will shift to small and medium-sized hotels with a moderate range of services, i.e. 2-3 star category. The target segment of enterprises in this sector is representatives of domestic tourism.

Existing hotels of this level have poor service, so improving the quality of service is an urgent issue. Existing national operators should create hotel chains with a universal set of services and a high level of service. This is possible with the help of the purchase and reconstruction of the existing hotel fund of small and medium category, increasing their stardom.

The creation of such networks in the market can bring benefits associated with market dominance. For the development of the hotel sector, it is necessary to create a favorable investment climate at the macro level (attractive and predictable conditions of economic activity in the country as a whole) and at the micro level (tax, customs and other benefits for enterprises specializing in the provision of hotel services) for the purpose of inflow of domestic and foreign capital, direct participation and support of the state in the implementation of large investment projects; increasing the list of additional services; improving the quality and culture of customer service; bringing highways into proper condition that meets international standards; to develop a project of the Law of Ukraine on the development of the hotel industry.

Under the condition of the development of national Ukrainian networks, Ukraine can represent not only new capacious markets, but also become a new equal participant in the world market of hotel services [183].

In his research, S.S. Galasyuk and Budnikov O.V. distinguish specific features of a "boutique hotel", namely:

- the highest level of service;
- personalized service, high quality of service provision, comfort, creation of real hospitality and cozy atmosphere, taking into account any wishes of customers and their anticipation, striving to exceed guests' expectations;
- exclusive luxury;
- provision of elite services (transfer by prestigious car, breakfast from a famous chef, purchase of tickets to concerts of popular artists, organization of rest on a business-class yacht, etc.);
- individual style, creativity and originality, unique design, involvement of the best designers to develop the concept of the future hotel, uniqueness of the design of each of the rooms and other premises;
- high prices for basic and additional services, which are not a reason for guests to refuse to use them;
- compliance by the staff with the rules of the strict confidentiality policy, non-disclosure of information about guests, ensuring their privacy;
- small capacity of the room fund, equipment of the rooms with comfortable facilities;
- contingent;
- guests with high wealth (businessmen, politicians, "stars" of show business, sports, etc.) who seek solitude and avoid open publicity;
- independence of the hotel (it is not part of the network);
- compliance of the restaurant menu with the general theme of the hotel;
- location – in buildings that are monuments of history and culture, old mansions, which usually have a certain legend or belonged to a famous person in the past;
- the infrastructure is not sufficiently developed (most often a fitness center, SPA – salon can function) due to the fact that additional services are ordered for each guest individually from third-party organizations on a contractual basis (services of a hairdresser, beautician, massage therapist, stylist, fashion designer);

- registration of the hotel in international reservation systems and having a combined rating for the quality of service of at least 9 points out of 10 possible according to guest reviews.

In conclusion, it should be noted that:

- a boutique hotel is a hotel with a small number of rooms and a high level of comfort, individual and exclusive service, an exquisite interior and a prestigious (high) level of prices, which, as a rule, is not included in hotel chains;

- the boutique hotel offers a wide range of additional services, but not all of them are provided on the basis of the hotel itself;

- most boutique hotels have their own parking, conference service and offer an exclusive menu based on their own food;

- boutique hotels have a very high level of service quality, but it does not always correspond to the cost of service;

- the tendency to increase the number and popularity of such accommodation facilities as a boutique hotel has been gaining momentum recently [184].

Restaurant service can be considered as a structural part of the general concept of service. The service can also be defined as the cost of using labor not as a product – the result of previous activity, but as the activity itself; intangible action that does not result in possession. The provision of restaurant services is related to a material product (stoves, refrigerators, etc.) and/or consumer service technologies.

Restaurant service can be described as a method and tool for meeting the economic, social or technical needs of the economy, society and people, characterized by its features, advantages and disadvantages. One of the distinctive characteristics and features of restaurant service is its immateriality. Continuity of production and consumption of restaurant services is determined by the fact that a significant part of services is such that they combine the process of production, distribution and consumption of services in time and space.

At the same time, with industrialization and the development of high technologies in the field of restaurant service, there is an active separation of the production stage from the distribution stage (home delivery) and consumption (in transport, at home).

In addition, in the context of new communication technologies, many types of restaurant services either take the form of goods and/or exclude direct contact between the producer of the service and its consumer.

Non-compliance with the quality of restaurant services is due to the fact that a significant share of services is provided to the consumer directly by an employee of an organization or institution in the field of restaurant service. At the same time, the quality of services provided largely depends not only on stable factors, but also on many variable, including random factors (quality of raw materials, mood of employees, etc.). In addition, the quality of restaurant service is affected by many accompanying circumstances (speed of service provision, complex nature of the service and its complementarity with other types of services, etc.). These features and circumstances of the production and consumption of restaurant services make it difficult to assess the quality and determine the quality standards of restaurant service.

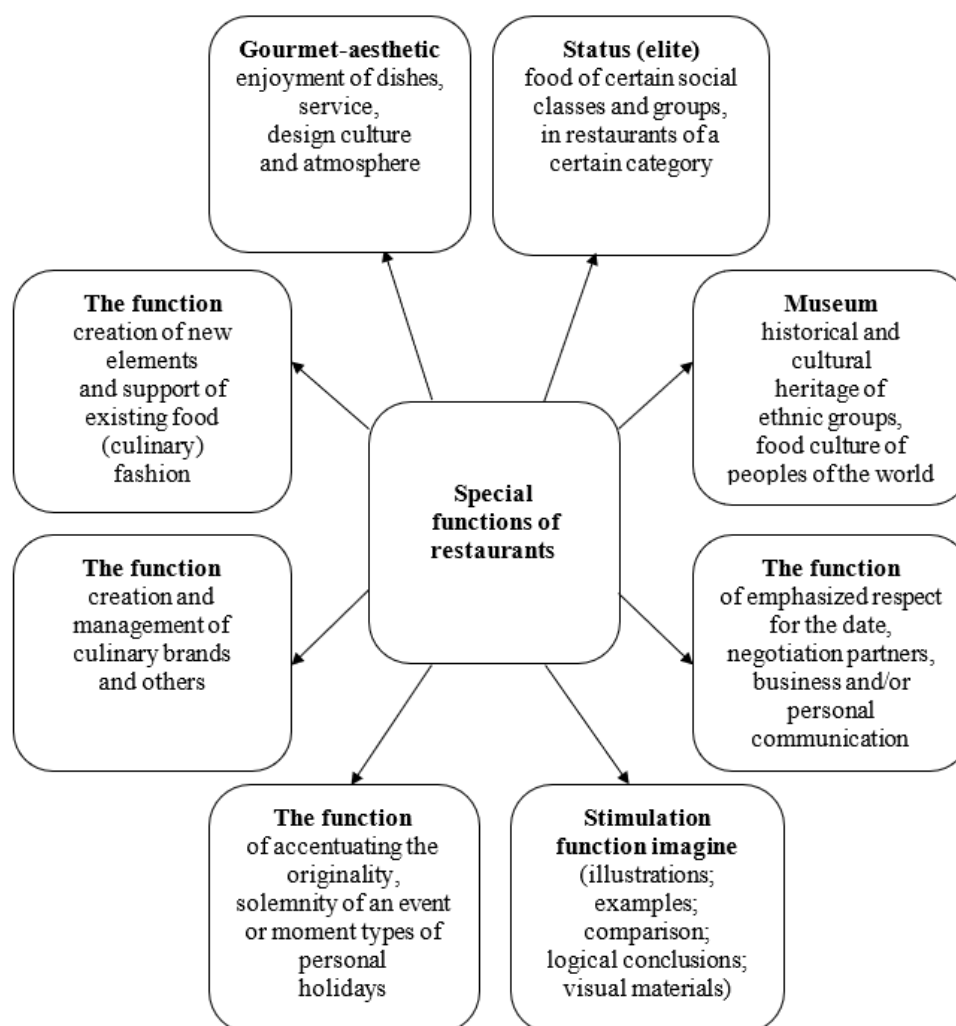
However, it is in this direction that the main efforts are being made to achieve the stability of the quality of services. Non-compliance with the quality of restaurant service is also related to the individual nature of individual elements of restaurant services (including food preparation, waiter service, restaurant design, etc.), the dependence of the required quality of hotel services on the individual requests of a specific client and his mood. Failure to preserve restaurant services limits the possibility of using seasonal and other fluctuations in demand over time, leads to a certain excess of capacities of enterprises in the field of restaurant service in certain periods of time.

This increases the relevance of the integration of the restaurant business with the tourist and museum business, the field of hotel services, and the production of agricultural products based on the methods of serviceology (the general theory of service). Taking into account the above features of hotel service, the following characteristics of its provision can be distinguished: requirements for hotel service must be clearly defined as characteristics that can be observed and evaluated by the client (consumer); in most cases, hotel service management and service delivery

characteristics can only be achieved by providing management of the service delivery process.

The characteristics of the hotel service or the process of providing it can have a qualitative (compared with quality) and quantitative measurement depending on the goals, how and by whom such assessment of service quality is carried out (service organization, consumer, etc.). When integrated with other types of services, such as tourism, hospitality, museums (and others), restaurant services can increase the quality and attractiveness of such services, creating synergies from cognitive, cultural and food pleasures. One of the main directions of the development of restaurant serviceology (restaurantology) can be considered the synthesis of models of description and analysis of the competitiveness of restaurant services [185].

Special functions of restaurants (Figur 1.).



Figur 1. Special functions of restaurants

**Source: created by the author based on [185].*

The first level of a restaurant meal (service) is the main advantage or satisfied technical, economic, social need in the technosphere, economy or social environment. The second level of restaurant service includes the service in real execution: properties (persistence, reliability of provision, safety of the process and result, price, etc.), quality, external design of the process provision, process and result safety, price, etc.), quality, external design of the service provision process, brand name of the service. The third level of service includes: availability (delivery), crediting for the provision of services, guarantee of results, after-sales service.

The fourth level of service should describe and characterize the impact of the service on the socio-economic and ecological system (costs of materials and raw materials, damage to the environment during the provision of services, etc.) and strategic (long-term) impact on the market and the socio-economic environment. The first level of restaurant service (primary benefit): satisfying the physical need for food to sustain the life of the restaurant's customers in the current time period. The second level of restaurant service (service in real terms): a diverse menu of restaurants; calorie content of the offered dishes; taste qualities of the offered dishes; aesthetic design of the dish; cooking time; the average cost of using restaurant services and much more.

The third level of restaurant service (service with reinforcement): aesthetic design of the dish; design of the restaurant; quality of waiter service; availability of entertainment programs and shows; the possibility of home delivery of ready-made food; the possibility of preparing special dishes to the client's order, etc. The fourth level of restaurant service (strategic, ecological and socio-economic level): saving time for cooking (eating time for economic and social development); ensuring food ecology; preserving the health of clients in the interests of ensuring their longevity; providing customers with a good mood from enjoying quality food in an attractive interior of the restaurant and much more.

The above four-level model of restaurant service can be adapted and refined at the structural and parametric levels for different categories of restaurant services (dishes). The model can be useful in designing and positioning, comparative assessment of competitiveness and economic efficiency of restaurant services [185]

Let's consider the foreign experience of hotel and restaurant industry development. One of the hotel complexes is located in the heart of Cottbus, "Altstadthotel Am Theater" and is an ideal place to get to know Cottbus. It is from here that guests can enjoy easy access to all that this wonderful city has to offer. Due to its close proximity to such attractions as Cottbus Theater, Schremberger Street, Cottbus Exhibition, visitors will be grateful for its location.

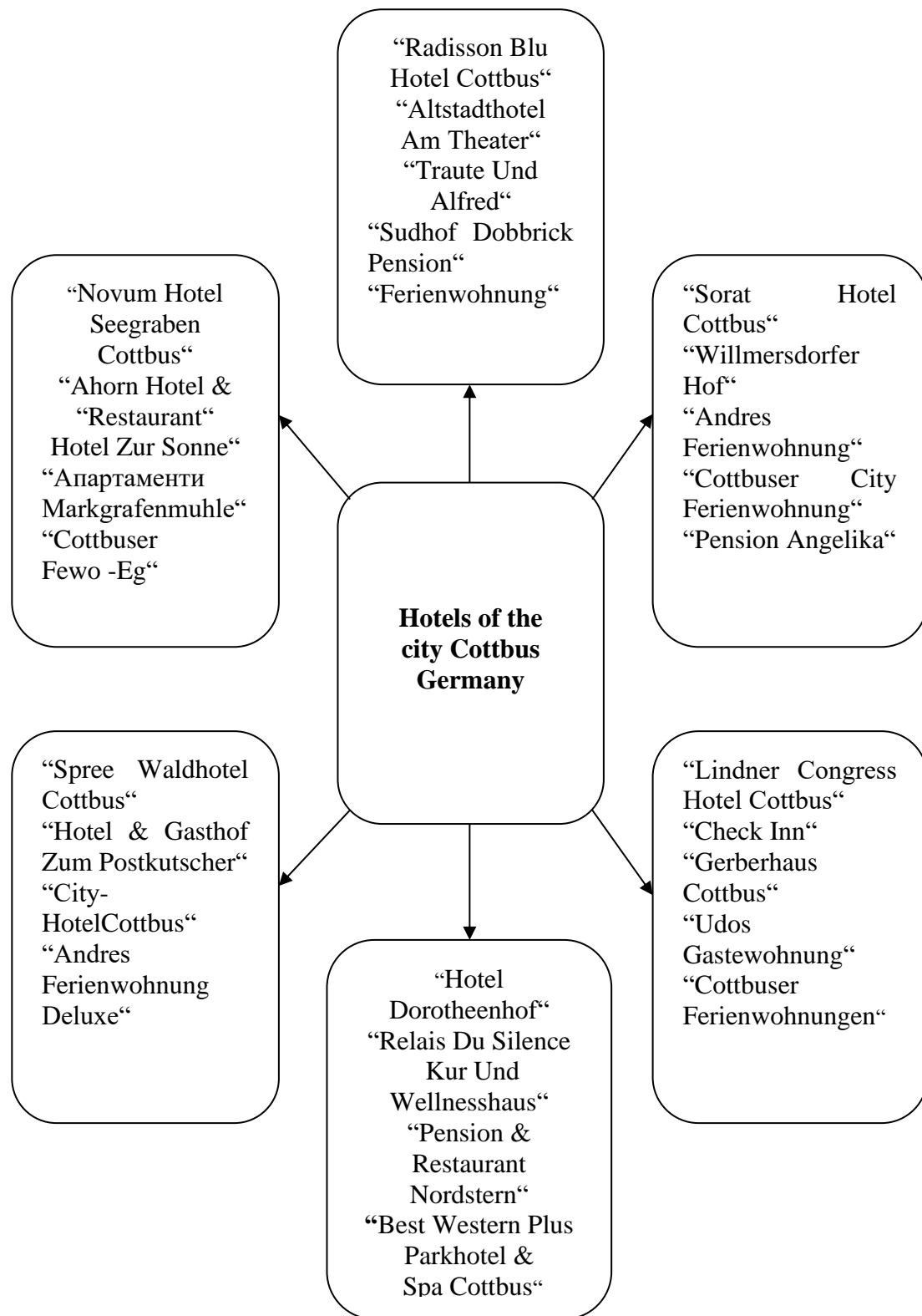
Offering guests a wide range of services and excellent service, Altstadthotel Am Theater strives to make your stay as comfortable as possible. For the comfort and convenience of guests, the hotel offers room service, hotel/airport transfer, conference rooms, family room, newspapers. Accommodation in the hotel has a high degree of comfort. There is heating, the possibility of ordering a wake-up call, a desk, a mini-bar, and a balcony in every room.

In addition, the hotel owners will provide you with full information on what you should see during your stay in the city. Regardless of the purpose of your visit, the "Altstadthotel Am Theater" is an excellent choice for your stay in Cottbus [186].

It should be noted that Cottbus has a significant number of attractive designer hotels, in the very center of the city there is a modern "SORAT Hotel Cottbus". It is engaged in efficient historical construction and offers tourists a choice of simply beautiful rooms decorated in white. The composition is rounded off by red accessories, designer carpets and fabrics, as well as furniture and fresh flower compositions selected in subtle colors.

Another historic building in the southern part of the city is the Hotel Am Seegraben, which is surrounded by a well-kept garden. The hotel will appeal to those who prefer to relax in a stylish modern atmosphere, its rooms are decorated in light colors and equipped with strict furniture made of light wood. Lavender-colored carpets and curtains give the rooms a sophisticated touch, the rooms are decorated with spectacular modern paintings and bright lamps.

In the public areas of the hotel, you can see a significant number of interesting paintings, beautiful furniture in the style of past years and original elements of modern decoration (Figur 2).



Figur 2. Hotels in Cottbus, Germany

* Source: created by the author based on [186].

Radisson Blu Hotel Cottbus is definitely one of the most attractive hotels in Cottbus. An elegant hotel with a refined romantic atmosphere, just steps from the train

station, it has its own spa and gym. All hotel guests get the right to free access to the spa center, which has several types of saunas and a large indoor pool with a glazed roof. Located in the hotel, the restaurant "Bistro Arcade" is known for the preparation of dishes of high European cuisine and offers its visitors the holding of solemn events, and the restaurant also has a spacious banquet hall with an exquisite decoration [186].

Hotel Am Seegraben occupies a historic building in the southern part of the city, surrounded by a landscaped park. The hotel will be to the liking of those visitors who prefer to rest in a stylish modern atmosphere, its rooms were decorated in light colors and equipped with strict furniture made of light wood. Hotel & Gasthof Zum Postkutscher is a unique establishment known far beyond the city limits.

For more than 70 years, it has been able to preserve a unique historical atmosphere within its walls. Its atmosphere is incredibly interesting and resembles the atmosphere of a colorful national museum, here you can see everywhere pieces of old furniture, interesting toys, works of art and a significant number of other interesting things in which history was embodied. Fans of gastronomic tourism will like this establishment, in its family restaurant you can try classic national dishes and the best varieties of local beer [186].

"Panorama-Rossel Holding" – a multidisciplinary holding that operates in Latvia and Germany – also operates effectively in the city of Cottbus. The group consolidates a number of companies and carries out active management and control of its investment activities in the field of real estate, finance and innovative technologies. The investment strategy is based on predictable risk, sustainable business and a long-term perspective.

"Panorama-Rossel Holding" is an international group of companies that operates in the field of real estate, finance and implementation of projects for the implementation of innovative complex solutions in the field of medicine. For more than 10 years, the holding has been successfully engaged in the development of commercial, office and residential buildings in Latvia and Germany. The headquarters of the holding, which is located in Riga and a branch in Berlin, guarantee effective support of projects in various regions and countries of Europe.

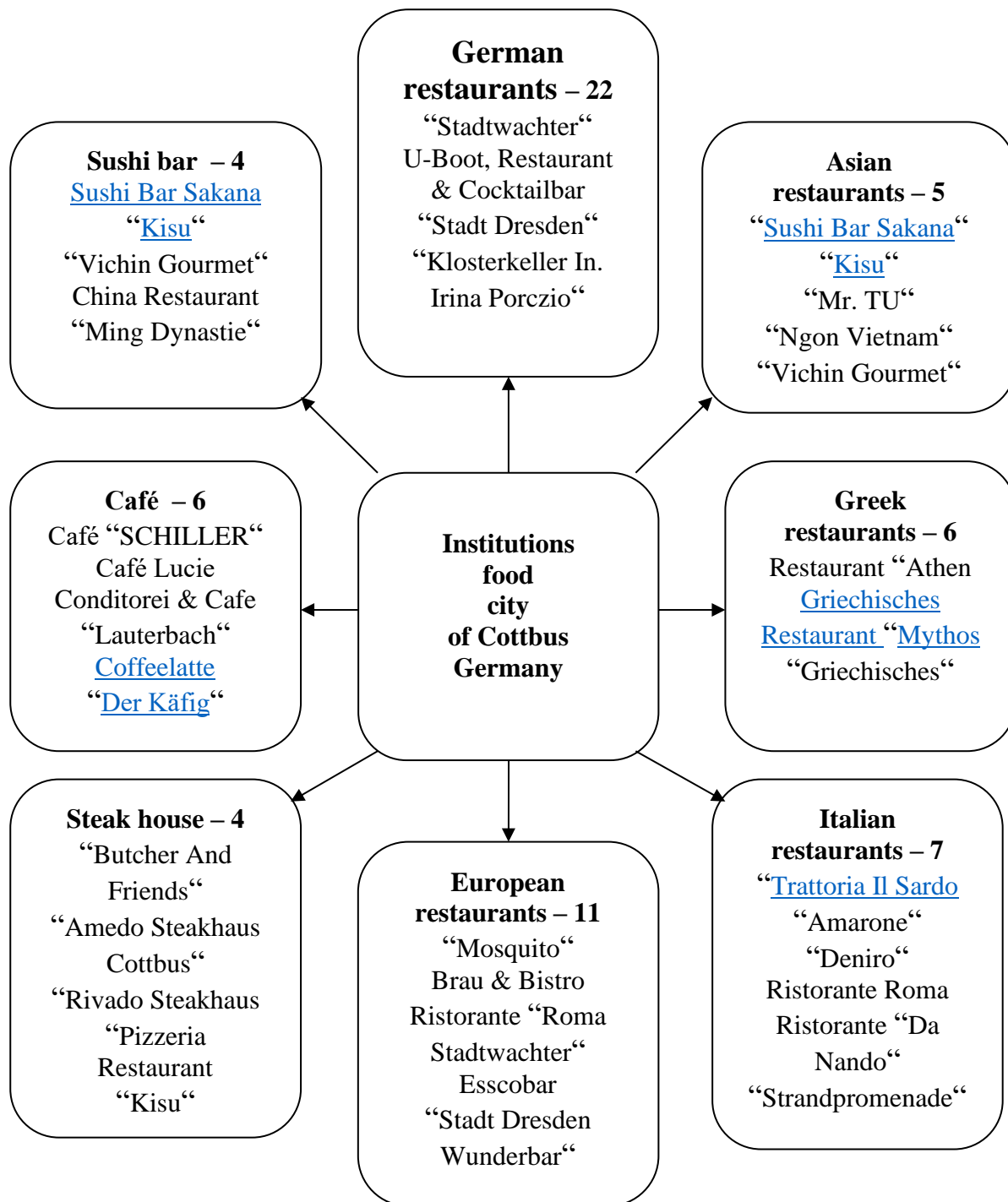
In its activities, the holding strives to adhere to international standards of corporate governance, which contribute to the successful development of business and the achievement of defined strategic objectives. The integrated structure also builds modern, complex projects, guided by the concept of development of the city of Cottbus and the region. Finding a balance between the needs of a given region, nature and the surrounding landscape is both a challenge and an object of profitable investment [187].

One of the most famous restaurants in the city is "Stadtwachter", which offers visitors to taste popular dishes of German cuisine. Beef liver, stewed meat with vegetables, as well as classic schnitzel are excellently prepared here. The restaurant has its own brewery, which brews excellent wheat beer.

In the family restaurant "Sebastian's Cottbus" we have the opportunity to familiarize ourselves with original dishes prepared according to unique home recipes. The restaurant offers visitors typical German dishes, including various types of meat stew and cabbage dishes. Pasta in tomato sauce is definitely worth noting among the signature dishes.

The restaurant industry includes the following types of establishments: restaurant, bar, cafe, cafeteria, dining room, snack bar, buffet, factory-procurement, factory-kitchen, home kitchen, restaurant on special orders (catering). According to the service time, restaurants are divided into fast-service and regular restaurants; according to service methods – with service by waiters and self-service. The restaurant can be full-service or specialized.

Various food establishments in the city of Cottbus (Germany) are shown in (Figur 3).



Figur 3. Food establishments of the city of Cottbus (Germany).

** Source: created by the author based on [186].*

According to the service time, restaurants are divided into fast-service and regular restaurants; according to service methods – with service by waiters and self-service. The restaurant can be full-service or specialized. A full-service restaurant is a restaurant establishment with service by waiters and a significant share of signature,

custom-made dishes and drinks in products of its own production. In addition to the restaurant, bars and cafes can be full-service.

A specialized restaurant specializes in a certain assortment of culinary products – a fish restaurant, a restaurant of national cuisine, etc. It should be noted that culture is formed by values, attitudes, customs, traditions, habits and practices that give rise to a specific identity that unites those who have been socialized within a specific society. From the standpoint of symbolism, culture is a pattern of meanings embodied in symbolic forms, in particular, actions, utterances, and various objects through which individuals communicate with each other and share their experiences, ideas, and views.

Individuals are born into the environment of a certain culture, which determines the way they see themselves and organize themselves in relation to other people and nature. But what constitutes a European identity?

European identity should not be based on the cultural and linguistic homogenization of the citizens of the European Union, this is a mistake that national states constantly make, trying to destroy internal diversity in order to create homogeneous citizens [188, p. 123,329].

The Accor Hotels Group is a global leader in travel, modern lifestyle and digital technologies, offering a unique experience of accommodation in 4,100 hotels, resorts and residences, as well as in 3,000 of the best private homes around the world. Taking advantage of its own experience as an investor ("Hotel Invest" division) and operator ("Hotel Services" division), "Accor Hotels" successfully operates in 95 countries.

The company's large portfolio includes world-famous brands of the "luxury" segment, "Raffles", "Sofitel Legend", "SO Sofitel", "Sofitel", "Fairmont", "MGallery by Sofitel", "Pullman and Swissôtel"; popular brands of the middle price segment and boutique brands "25hours", "Novotel", "Mercure", "Mama Shelter and Adagio"; the most popular brands of the "economy" segment "JO&JOE", "Ibis", "Ibis Styles", "Ibis budget", as well as regional brands "Grand Mercure", "The Sebel" and "HotelF1". AccorHotels provides integrated innovative services at any stage of the journey, thanks to the recent acquisition of the company "John Paul", the world leader in the market of concierge services. An unrivaled collection of brands and a rich history spanning nearly

5 decades enable Accor Hotels and its 250,000 dedicated employees to fulfill the important mission of guaranteeing the warmest welcome to every guest.

Guests can become members of one of the most generous loyalty programs "Le Club AccorHotels". "Accor Hotels" is an active participant of local communities in the countries of its presence, and also maintains its commitment to sustainable development and joint responsibility within the framework of "PLANET 21", a comprehensive program that unites employees, guests and partners moving towards sustainable growth [189].

Therefore, the priority task of hotels of the AccorHotels network is the transition to renewable energy sources. For example, a 100 kW solar photovoltaic system was installed on the roof of the Pullman Quay Grand Sydney Harbor hotel. (can supply electricity to 20 ordinary houses), the Nawotel Barossa Valley Resort hotel has installed a 158 kW solar photovoltaic system, and the Novotel Coeur d'Orly hotel is equipped with a hybrid air conditioning terminal.

The formation of sustainable infrastructure is impossible without the use of innovative information technologies aimed at continuous analysis and control of engineering and technical support systems of the hotel business. Therefore, the hotel operator "Accor Hotels" constantly implements innovative tools ("Carbon Action Plan") that monitor energy and water consumption, occupancy of the room stock and its readiness to receive guests, automates all business processes, uses systems for remote management of resource consumption, carries out assessment of the feasibility of the location of the hotel, etc.

Based on the analysis of the experience of hotel chains, scientific works of foreign and domestic scientists, the sustainable infrastructure of a hotel should be understood as a complete system that includes a material, information, engineering and service complex of objects and services to ensure the effective operation of the hotel, formed on the basis of resource conservation and nature management, which is subject to the principles of responsible management. It should be noted that the development of hotel infrastructure on the basis of sustainability does not always require large costs. For

example, Accor Hotels have set a minimum standard water flow level for all showers, taps and toilets.

Many hotels have installed rainwater tanks, which are used for household purposes. Hotels monitor general consumption trends, as well as the consumption rate per guest (liter / night). Therefore, in order to save resources and comply with the principles of environmental management, hoteliers should focus their activities on rationality, economy, environmental friendliness and common sense in the development and use of hotel infrastructure regarding the introduction of automatic shutdown of the heating or cooling system, mechanisms to limit water consumption, the use of LED or energy-saving lighting devices, waste sorting and processing, management of enterprise premises [190].

Vinnytsia is a modern region, the economy of which is developing dynamically and has a number of market advantages: long industrial traditions, developed engineering and transport infrastructure, a powerful educational base, scientific schools working in the field of information technology, engineering, and medicine.

The road and rail network connects Vinnytsia with seaports of the Black and Azov seas. In addition, Vinnytsia is located at the intersection of two European road routes E50 and E583. Attracting investments to the region and the city is growing every year. In recent years, the city government has been actively working on attracting investors and developing the industrial sector.

In order to further increase the investment attractiveness of the region, the Vinnytsia City Council approved the "Marketing Strategy of the City", which was also developed with the participation of the "PROMIS" Project. Its active implementation due to a comprehensive approach to creating a brand of this territory, promotion of the Vinnytsia city united territorial community, effective development of tourism and the hotel and restaurant business is foreseen in 2021 and in the future. It should be noted that in 2011 the European Commission approved the long-term program "Social Entrepreneurship Initiative".

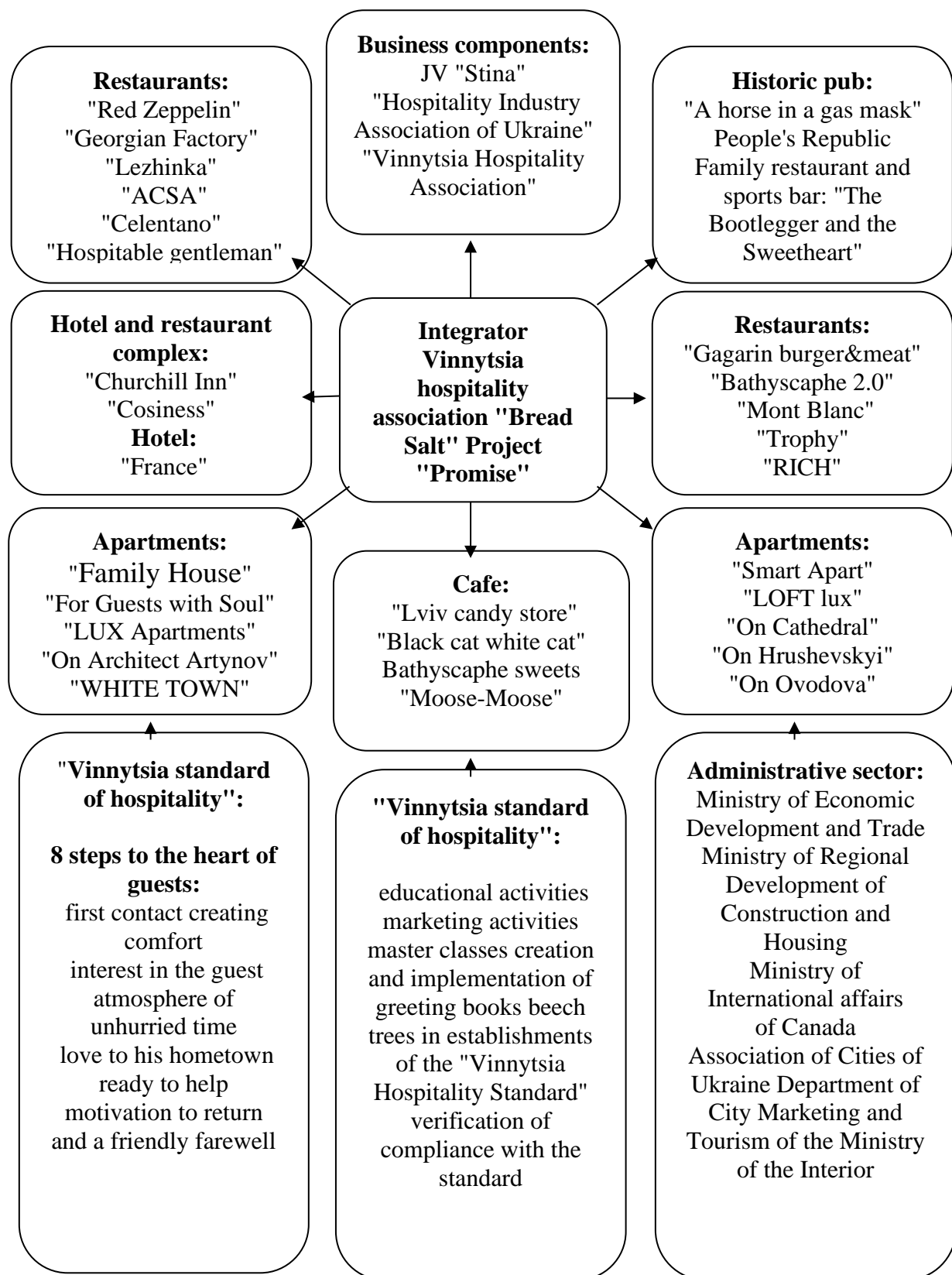
The purpose of the program is to stimulate the countries of the European region to support and develop the social entrepreneurship sector. The program has three main

focuses: a legislative environment friendly to social entrepreneurs, popularization of the activities of social enterprises, creation of conditions for obtaining financing for their development. It should be noted that there is no clear definition of a social enterprise in international practice, but there is a clear understanding of its basic characteristics: the main goal of a social enterprise is social impact, not profit for owners or shareholders.

Such an operator provides goods and services on the market according to a business model, and uses profits primarily to achieve social goals. According to the data of the "European Social Enterprise Law Association", in recent years there has been a boom in the development of the legislative framework for social entrepreneurship in European countries. The governments of countries independently determine how they will regulate this industry. For example, in Spain, Portugal, France, Greece, Croatia, a social enterprise can exist exclusively in the form of social cooperatives.

But Great Britain introduced a special variety – a company that works in the interests of the community. There are more than 13,000 such enterprises in the country. A number of European countries (Belgium, Croatia, Denmark, France, Italy, Luxembourg, Poland, Portugal, Slovenia, Spain, Sweden, Switzerland, Great Britain) have introduced a wide range of policies, programs and mechanisms aimed at supporting social enterprises.

However, the content and scope of support differ significantly. For example, the "Social Growth Program" operates in Denmark, which provides support for social enterprises working with the most vulnerable categories of the unemployed through individual coaching by business experts. In addition, intensive training programs on business development are offered, partnerships are being built between social enterprises, municipalities and social investors [191].

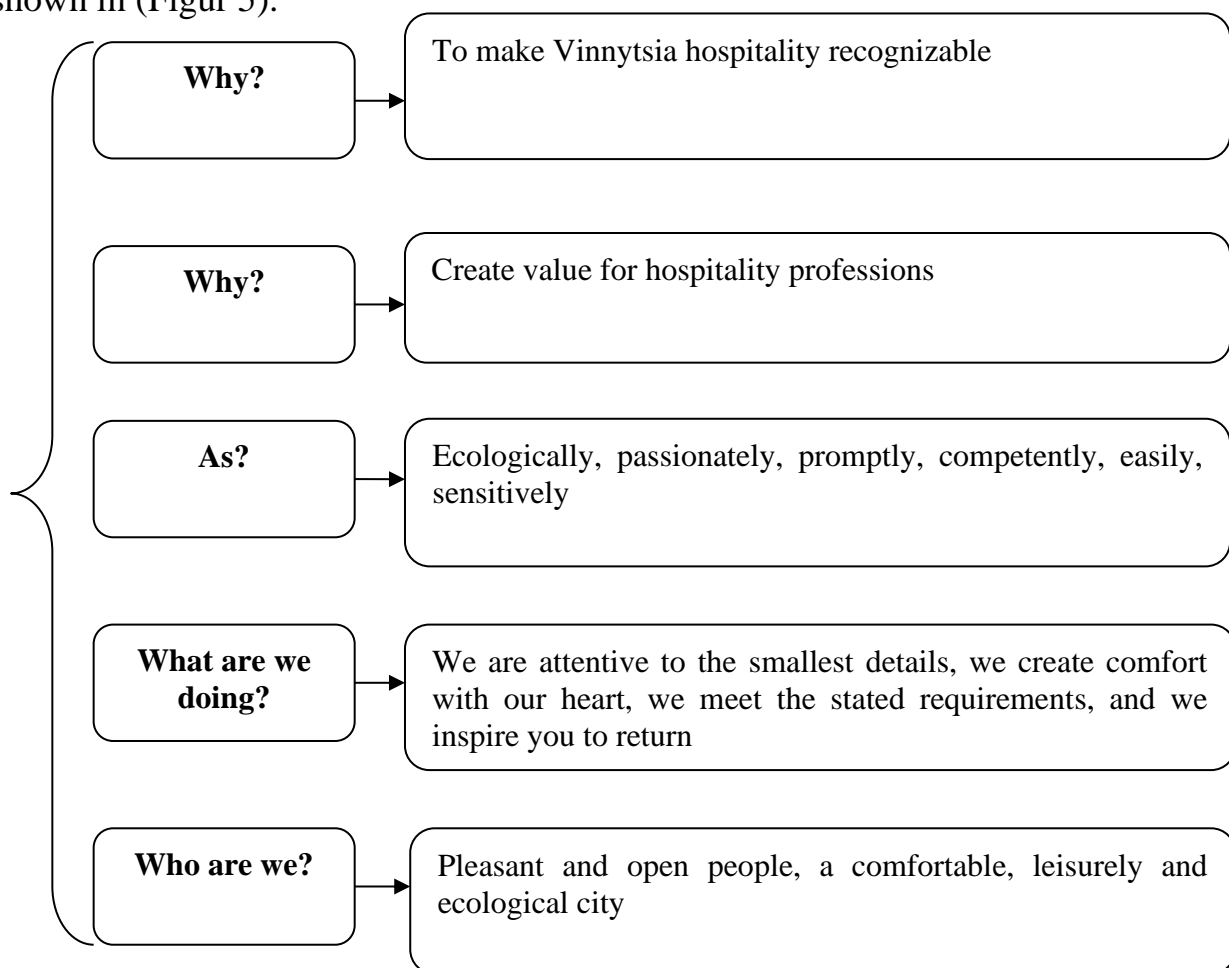


Figur 4. Project model of relations between the authorities, business components, public organizations in the city of Vinnytsia

**Source: created by the author [191].*

Also in June 2021, city council deputies approved a reduction in 2022 of the tax rate on real estate objects of the restaurant industry, museums and galleries and the rate of the tourist tax for incoming tourists. That is why sustainable tourism and effective marketing were identified among the goals of "Strategy 3.0". Therefore, by creating comfortable conditions, a pleasant atmosphere of coziness, high-quality service, delicious and refined dishes, we provide the catering establishment with the respect of visitors and competitiveness in the market.

The pyramid of values of the holders of the "Vinnytsia Hospitality Standard" is shown in (Figur 5).



Figur 5. The pyramid of values of the carriers of the
"Vinnytsia Hospitality Standard"

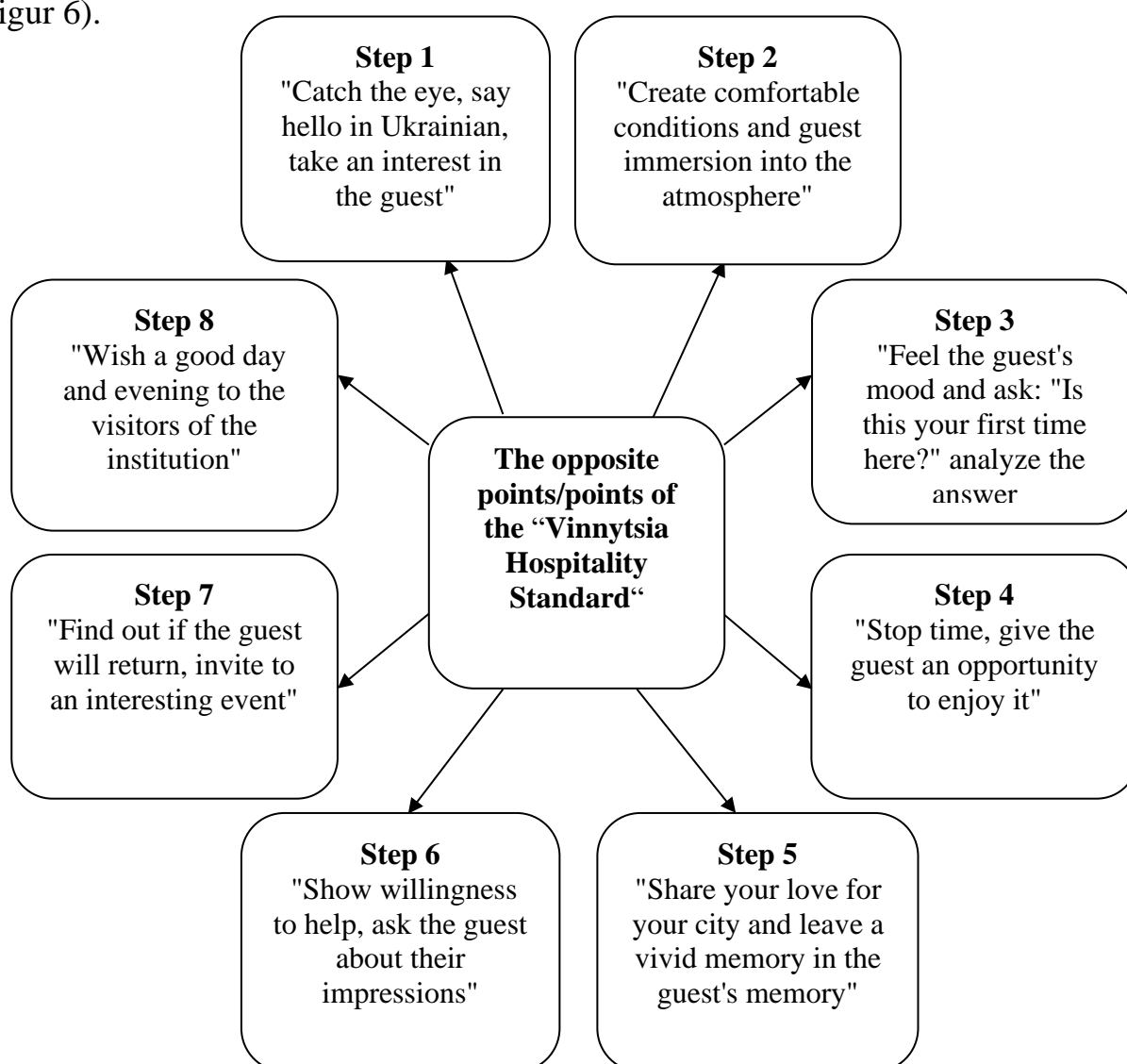
**Source: created by the author based on [191].*

The main components of the "Vinnytsia Hospitality Standard" are the list of values of its bearers, attention to details, as well as eight steps to the heart of guests: first

contact, creating comfort, interest in the guest, an atmosphere of unhurried time, demonstrating love for one's hometown, willingness to help, motivation to return and a friendly farewell. Vinnytsia, despite the pandemic, continues to hold a leadership position among cities with a population of up to 500,000 in attracting new tourists and developing gastroculture.

Tourism and hospitality, as innovative creative industries for our territorial community, are a significant resource for the formation of the economy of added value and, accordingly, new high-quality jobs. That is why sustainable tourism and effective marketing were identified among the goals of "Strategy 3.0".

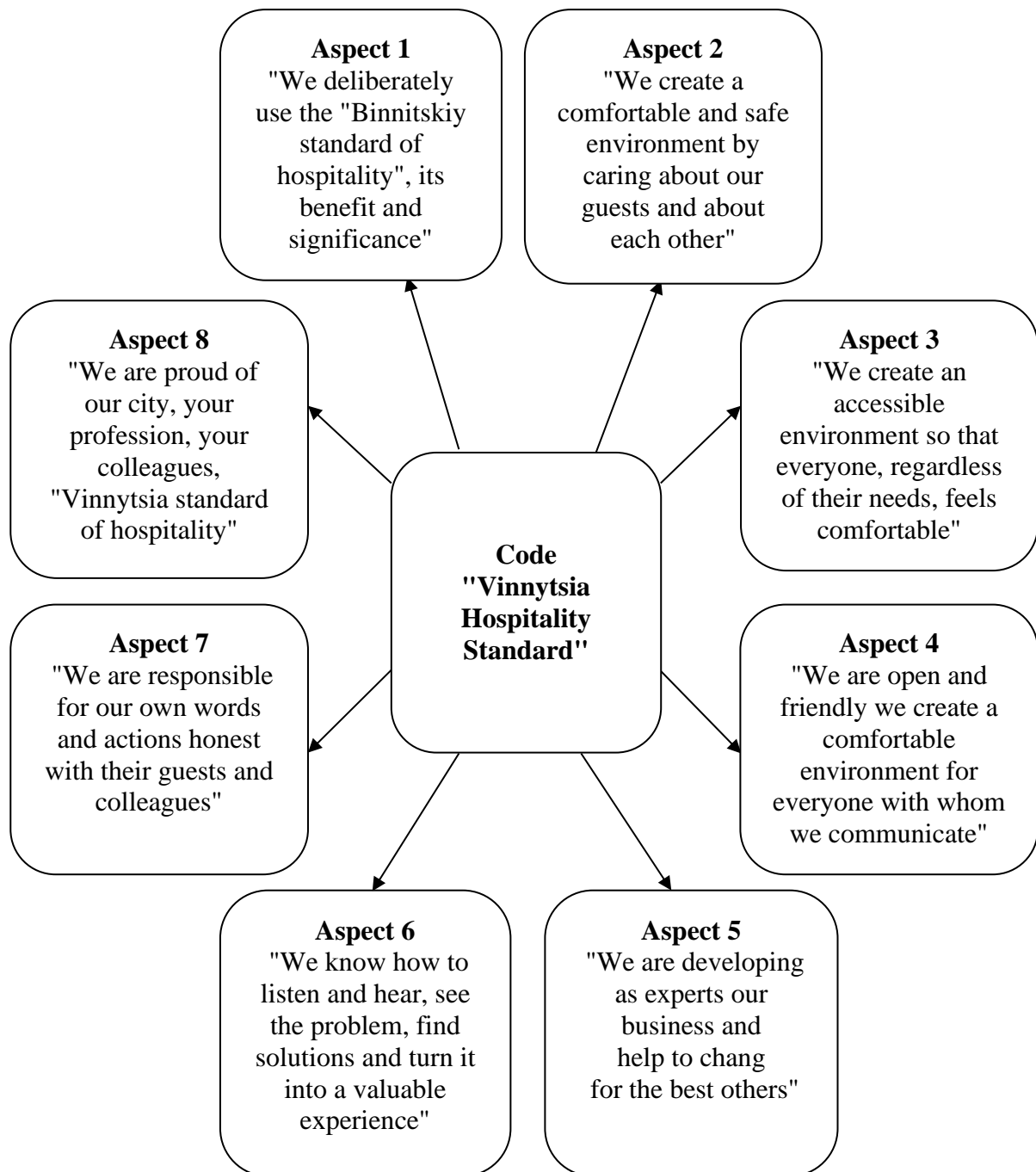
The opposite points/points of the Vinnytsia Hospitality Standard are shown in (Figur 6).



Figur 6. Main points/points of the "Vinnytsia Hospitality Standard"

**Source: created by the author based on data [191].*

It is necessary to pay attention to the main innovative aspects of the "Vinnytsia Hospitality Standard" Code, which are shown in (Figur 7).



Figur 7. Code of "Vinnytsia Hospitality Standard "

**Source: created by the author based on data [191].*

"The modern tourist is quite knowledgeable and experienced, and therefore demanding. We must constantly develop in order to meet his expectations," said Oksana Marusych, co-developer of the "Vinnytsia Hospitality Standard" and a

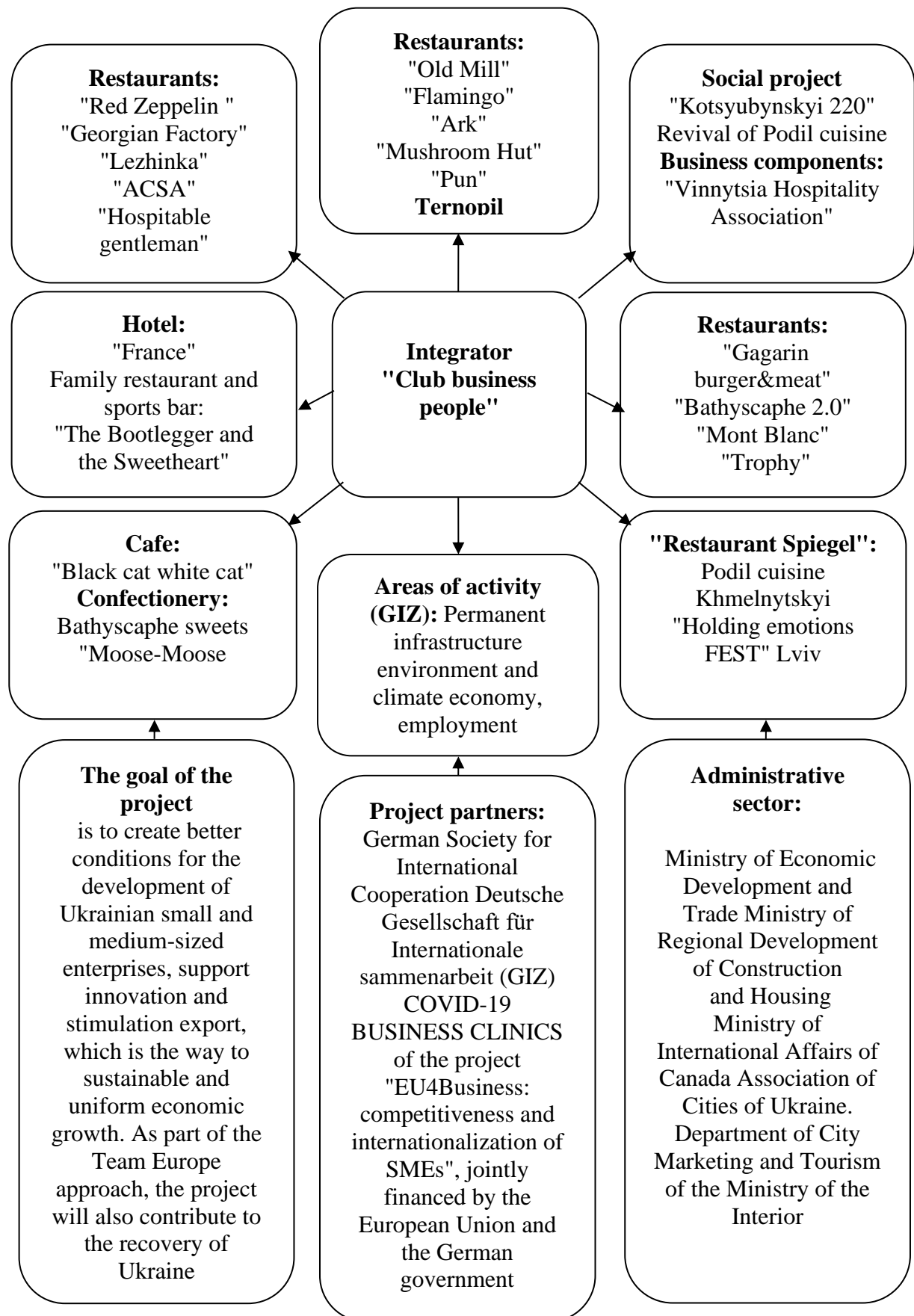
specialist in the creation and implementation of standards. According to her, Vinnytsia is a comfortable and cozy city that has competitive advantages and prerequisites that make it possible to move away from old models of communication in the field of hospitality and build a new service-communication with tourists.

Worthy of attention is the fact that despite the risks caused by the COVID-19 pandemic, Vinnytsia tourism entrepreneurs united in 2020 and founded the "BreadSil" hospitality association. With the support of the "Stina" entrepreneurs' union and the "PROMIS" project, a 6-module training was conducted for the members of the newly created organization, the mission and vision project of the union was developed, and the key points of the membership policy were outlined [191].

Joining efforts and establishing new partnership conditions, the members of the association will work to increase the number of tourists in the Podilsk region, in particular through the development of food culture and gastrotourism. In 2021, the Vinnytsia City Council, together with entrepreneurs, developed as many tools as possible to implement the "Vinnytsia Hospitality Standard". In particular, we created a series of training events that relate to the work of various employees of the hotel and restaurant business.

Later, within the limits of a certain institution, they plan to create so-called welcome books, which will help to move to a more personalized embodiment of the standards: institutions will choose those scenarios and styles of communication with the client that best correspond to their main format. The Vinnytsia City Council together with specialized public organizations and with the support of the "PROMIS" Project implement complex initiatives aimed at stimulating the economic development of the city.

The project model of relations between the government, business components, public organizations at the "HoReCa.Restart" forum, initiated by the "Vinnytsia Club of Business People", is shown in (Figur 8).



Figur 8. Project model of relations between the authorities, business components, public organizations at the HoReCa.Rest forum

**Source: created by the author based on data [189].*

The main components of the Vinnytsia standard of hospitality are the list of values of its bearers, attention to details, as well as eight steps to the heart of guests: first contact, creating comfort, interest in the guest, an atmosphere of unhurried time, demonstrating love for the native city, willingness to help, motivation to return and friendly farewell.

"Vinnytsia Standard of Hospitality" succinctly presents the code and the pyramid of values of its representatives, and also defines eight consecutive steps to the "guest's heart". Local hoteliers and restaurateurs see a significant resource potential in the implementation of the standard, and even, despite the crisis caused by the COVID-19 pandemic, will take it as a basis for improving their own image and establishing long-term relationships with customers [191].

The business intensive "HoReCa.Restart" is a traditional event for training and networking, initiated by the "Business People Club" and launched in 2018 with the aim of developing and supporting small and medium-sized businesses. The event presents the cooperation of entrepreneurs and experts in the field of hospitality, who talk about their company secrets, their own experience and answer the questions of the participants.

The goal of the project is to create better conditions for the development of Ukrainian small and medium-sized enterprises, support innovation and stimulate exports, which is the way to sustainable and uniform economic growth. Among the topics identified at the "HoReCa.Restart" forum are the following:

- technologies for creating a powerful brand and corporate style of the institution,
- planning the development and scaling of the hospitality establishment,
- global and Ukrainian trends in the restaurant and hotel business,
- bringing the service to a new quality level.

The first all-Ukrainian conference "Hospitality and tourism in Ukraine" was held as part of the Swiss-Ukrainian Project "Strengthening business associations of micro, small and medium-sized enterprises (Stage 2)", which is implemented by the United Nations Development Program in Ukraine (UNDP) in cooperation with by the Ministry

of Economic Development, Trade and Agriculture of Ukraine with the support of the Swiss Confederation.

Information partners of the event: HTL Ukraine, Ministry of Culture and Information Policy of Ukraine, State Tourism Development Agency of Ukraine, Kharkiv Regional NGO "Association of Private Employers", NGO "Union of Rural Green Tourism of Ukraine", NGO "League of Business and Professional Women of Ukraine", Development Office SMEs (SMEDO), National platform of SMEs. We will also consider the main areas of cooperation that were proposed at the First All-Ukrainian Conference "Hospitality and Tourism in Ukraine", which took place in the city of Vinnytsia on December 24, 2020 (Figur 9).



Figur 9. Project model of relations between the authorities, business components, public organizations in the city of Vinnytsia

**Source: created by the author [191].*

If properly understood, synergy is the highest form of activity in all spheres of life, the true test and manifestation of all other habits combined. Synergy is the essence of principled leadership. It catalyzes, unites and releases the greatest power in people. In a situation of interdependence, synergy has a particularly powerful effect on negative forces that hold back development and change. Driving forces usually have a positive, prudent, logical, conscious and economic character.

In contrast, inhibiting forces are usually negative, emotional, illogical, unconscious, and social/psychological. When you see only two alternative thoughts, you can create a synergistic third alternative. It is almost always there, and if you approach the search from a "win/win" position and really try to understand, then in most cases you can find a solution that will be the best for everyone involved [192].

It should also be noted that the "TourMIX: mix tourism in Vinnytsia" hackathon took place in the "Kvadrat" youth center. Employees of the hospitality, IT, museum institutions, tour guides, marketers, designers, public activists organized a meeting to create unique tourist products, combine creative ideas in the city's tourism business, develop projects for their inclusion in the future "Strategy development of Vinnytsia tourism until 2030".

As a result of the hackathon, 10 tourism development projects were developed. In particular, the result of the work was the project of the children's festival of eco-goodies "Funny Bear"; arrangement of the ethnographic location "Podilska gostyna" with the possibility of holding master classes on traditional crafts and presentation of Podil cuisine; the "Pirogov Week" festival, which for seven days will fill the museum-manor of M.I. Pirogov with reconstruction events, scientific picnics, etc.; the "Intermezzo" art picnic, which offers an event to familiarize yourself with the cuisine associated with Mykhailo Kotsiubinsky; the joining of Vinnytsia to Europe's largest pilgrimage route "St. Jacob's Way"; a two-day tour "Gallop across Europe", demonstrating the interculturality of Vinnytsia; arrangement of the location with reproduction of the medieval lifestyle "Dunstan" [193].

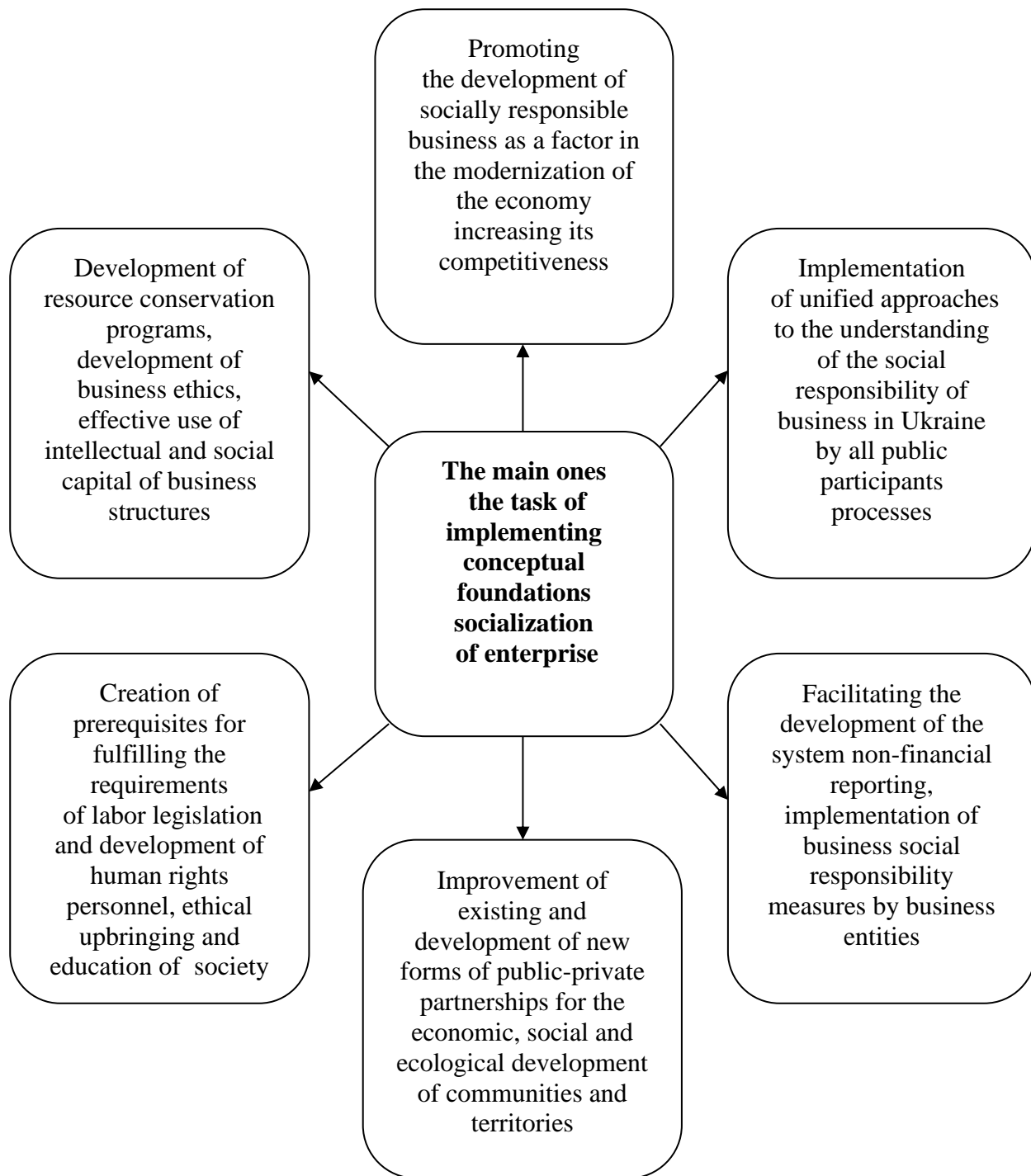
Globalization accelerates the pace of socio-economic changes and this phenomenon has a significant impact on the lives of individuals. Consumption,

production, leisure, mass media, education, travel and politics are all affected by the ever-increasing interdependence and speed of communications. The transition from industrial to post-industrial society requires individuals who can quickly adapt to live in a changed society where moral norms, values, ideologies, traditions and knowledge are constantly challenged and revised.

The main tasks of implementing the conceptual foundations of enterprise socialization are: promoting the development of socially responsible business as a factor in the modernization of the economy, increasing its competitiveness; introduction of unified approaches to the understanding of social responsibility of business in Ukraine by all participants of social processes; promoting the development of the non-financial reporting system in order to increase public awareness of the implementation of business social responsibility measures by business entities; improvement of existing and development of new forms of public-private partnership for economic, social and ecological development of communities and territories and others.

It should be noted that there is no clear definition of a social enterprise in international practice, but there is a clear understanding of its basic characteristics: the main goal of a social enterprise is social impact, not profit for owners or shareholders. Such an operator provides goods and services on the market according to a business model, and uses profits primarily to achieve social goals. One of the operational goals of the "Program for the Development of Social Entrepreneurship in the Territory of Vinnytsia City OTG for 2020-2022" is to promote cluster acceleration, in particular, the implementation of the "Inclusive Development of Social Entrepreneurship" project.

The main tasks of implementing the conceptual foundations of enterprise socialization are shown in (Figur 10).



Figur 10. The main tasks of implementing conceptual foundations socialization of enterprises.

**Source: created by the author based on data [193, p. 40-44].*

Currently, Ukraine does not have a single normative-legal document that would contain a normative definition of the terms "social entrepreneurship" and "social entrepreneur", as well as determine the directions of support for the creation and development of social enterprises (SE). However, as international experience shows, it

is social enterprises that play an important role in solving a number of social, economic, and environmental problems, strengthen inclusion and social cohesion of local communities, contribute to the development of local social capital, strengthen democratic participation, contribute to the expansion of women's rights and opportunities and provide quality services.

The generally accepted interpretation of this term defines that social enterprises are enterprises that achieve social goals through an entrepreneurial approach. Making a profit is not their main goal, as they are created to benefit the community and people. The profits of social enterprises cannot (or can only partially) be distributed among the founders, and are usually fully directed to the social purpose of the activity.

The development of social spheres requires the creation of equal conditions for all people. This is especially true for people with physical disabilities. Shops and other establishments equipped with ramps and handrails, wide doors and additional amenities allow such people to move and use services without hindrance. That is why the tourism sector is actively developing in this direction – hotels are becoming more and more convenient for people with disabilities to use.

So, it should be noted that the focus groups held in Vinnytsia confirmed that there are currently 10 enterprises operating in the city that position themselves as social. A few more are under construction. Most of them operate on the basis of public organizations that are focused on working with people with disabilities, for example: "Kulbaba" coffee shop and "Kulbaba" manicure salon, opened by the "Harmoniya" public organization and the international technical assistance project "Partnership for the Development of Cities" ("PROMIS" project); workshops and a greenhouse, created by the "Open Hearts" Association and the International Technical Assistance Project "Partnership for the Development of Cities" ("PROMIS" Project); a sewing workshop founded by the "Fortetsia" NGO and the "Goodstock" coffee shop also founded by the "Progressive Women" NGO; "System solutions", founded by the Vinnytsia regional public organization of the disabled "Self-help".

And there are also several social enterprises that were founded on the initiative of individuals, for example: social enterprise "Klubok", inclusive bakery "Bakery of

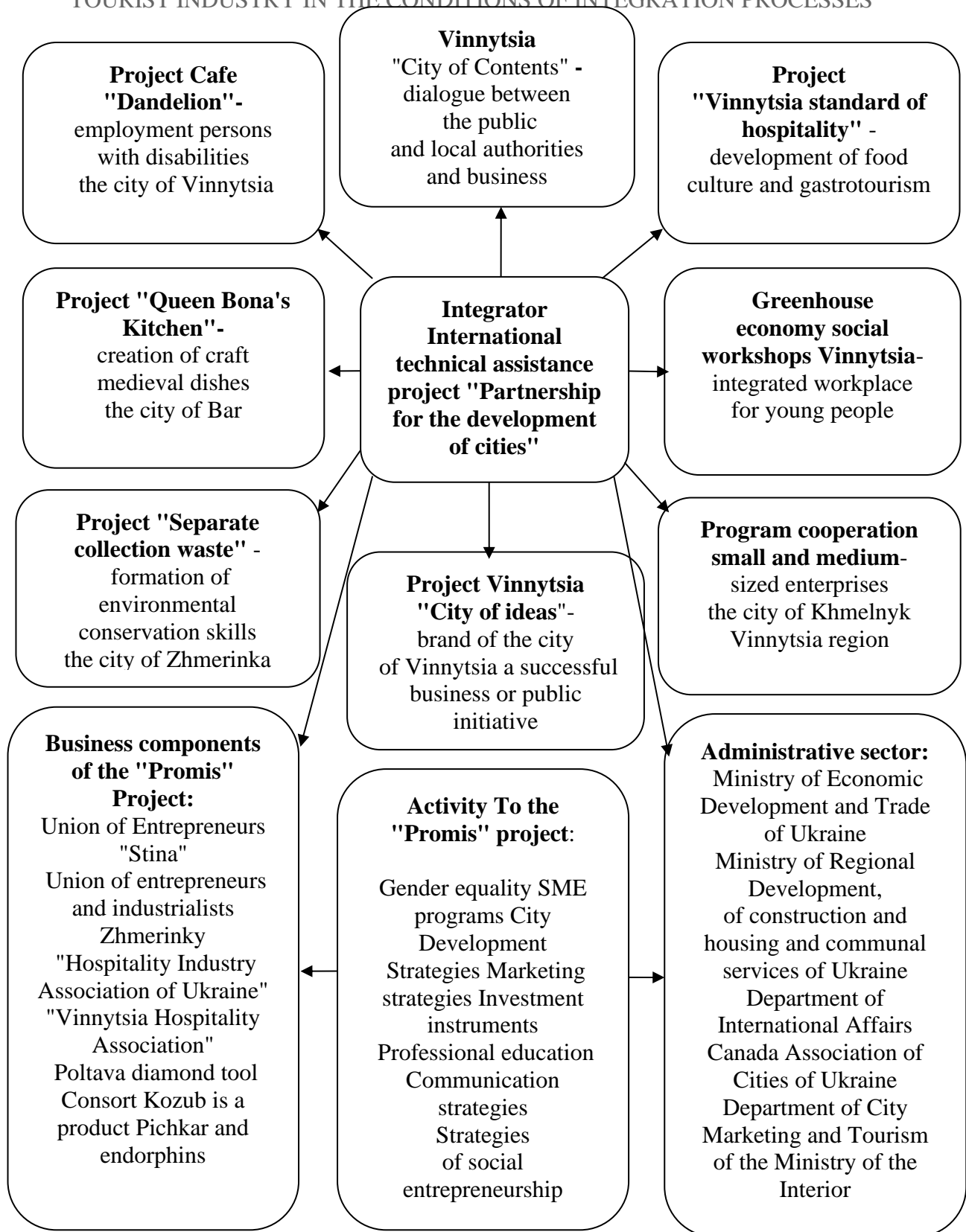
Good Deeds" (created under the "Good Bread" franchise), etc. "Social Enterprise UVV Engineering" LLC, founded by ATO veterans, is successfully operating in the Vinnytsia city OTG, which manufactures safety islands that are installed on the city's roads.

The international technical assistance project "Partnership for the Development of Cities" ("PROMIS" Project) is aimed at strengthening the municipal sector in Ukraine, implementing effective democratic governance and accelerating economic development by increasing the capacity of Ukrainian cities in the field of democratization of governance and local economic development; creation of a favorable environment for the development of small and medium-sized businesses; supporting the process of decentralization and integrated development planning at the local, regional and national levels.

Quick access to knowledge in the field of business management, as well as to opportunities to improve one's own business skills for business founders and managers, is a guarantee for the sustainable and effective development of any business activity, including joint ventures. An important task of the "Program" is the implementation of various educational initiatives for social startups, the establishment of expert support for active social entrepreneurs.

The tourist offer of the city of Vinnytsia to reorient itself to the requests of travelers in the realities of quarantine. Yes, the number of tastings and gastro tours with an emphasis on Podil cuisine has increased significantly. Vinnytsia guides have introduced new formats of excursions on motor ships and bicycles, using the potential of the city's recreational and natural areas, which are especially popular in quarantine conditions.

The project model of social entrepreneurship in the Podilsk Economic District is shown in (Figur 11).



Figur 11. Project model of social entrepreneurship in Podilsk
Economic District

**Source: created by the author based on data [194].*

In the modern conditions of globalization of the world economy, it is important to improve the process of attracting investments in economic activity, since this phenomenon is a guarantee of stable and effective development of the country's economy. An increase in investment resources and their effective use were and remain necessary prerequisites for the development of the state as a whole, as well as individual regions.

The exciting journey through the historical center of Vinnytsia continues and your eyes are caught by the bright inscription "Cozy". Involuntarily, you find yourself on a quiet street and immerse yourself in the magic of "hygge" in the "Zatyshok" hotel and restaurant complex. The entire territory of the complex shimmers with colorful flowers, summer playgrounds invite you to taste fragrant coffee with cakes according to signature homemade recipes. We find ourselves in a wonderful restaurant that captivates with its pleasant interior, colors and shapes.

The room is lovingly decorated with paintings and photographs of Vinnytsia attractions known from childhood, which are especially liked by foreign visitors. The friendly staff always greets you with a smile. Wooden products, fresh flowers, forged elements, a variety of lanterns and many "huge" things, a warm homely family atmosphere. "Zatyshok" guest house is a new concept of accommodation in Ukraine.

At the modern stage, in the time of constant movement and globalization, sometimes there is not enough family comfort. Taking an example from the European market, the owners chose a concept that dates back to ancient times and continues to modern times, namely guesthouses. What does the term "gasthaus" or "guest house" mean? Unlike a classic chain hotel, this type of accommodation includes a number of characteristics that create conditions for staying close to home.

The owners themselves and their family directly involved in hotel operations. All the plants that grow on the property are grown and regularly cared for by family members. The products that reach your table are also of special importance. "A good restaurant starts with high-quality products" – they believe in "Zatyshka". Seasonal vegetables and fruits, various jams and pickles, yogurts, pastries and much more. All

these are seasonal ingredients grown by hand or home-made products. There is also active cooperation with local manufacturers.

Bread is baked in our own bakery from flour that was grown and produced in Vinnytsia region. The ingredients for the preparation of dishes are ordered in the city of Tulchyn, which implies the absence of food antibiotics and synthetic hormones. Milk and dairy products produced on the farms of the region are used to prepare yogurts, omelets and other tasty and healthy dishes [195].

In Ukraine, there are problems with the implementation of integration processes in the hospitality industry. Effective use of production potential is based on technical re-equipment, increase in labor productivity and, accordingly, increase in competitiveness of the enterprise. Integration processes play an important role in this. Modern economic development requires structural changes in the construction of economic potential (production, innovation-investment, marketing, information, etc.), it is advisable to add cluster and integration potentials.

World practice proves that the functioning of the most successful economic systems is almost entirely ensured by advantages in production and management technologies. Therefore, the successful development of the economic system at any level is possible with the comprehensive use of strategic management concepts, taking into account the processes that determine the specifics of the modern stage of economic transformation.

A specific regularity of the reform of the regional management system is the optimal ratio of the system that manages and the system that is managed. This ratio is achieved in the process of scientifically based design of the specified systems with a simultaneous change (or replacement) of the main elements of the control system (forms of organization, production, structure) in accordance with the modification of the controlled system.

The entrepreneur's task now is to implement innovative changes; it should be the component that conveys the idea to matter, acts as an intermediary between the idea and its materialization. However, it should be remembered that one entrepreneur, if he

has enough finances and great enthusiasm, will not be able to work effectively. Success in the market always depends on the presence of partners.

One of the ways to achieve success in the implementation of innovations is to establish partnership relations with the initiators of changes that have the opportunity to influence the situation in the region and in the country as a whole. The combination of all types and forms of management on the territory within the framework of the regional should be understood as an opportunity to achieve conformity of the reformed economic subjects at the basic level and the created new management forms (associations, joint ventures, corporations, cluster formations, interregional associations, etc.) with the structure and the powers of the central authorities of the region.

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