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**RENOVATION OF  
CURRENT BUSINESS  
MODELS FORMATS AND  
ELABORATION OF NEW  
ONES IN RESTAURANT  
BUSINESS: PROCESS  
INNOVATIVE APPROACH**

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**Topicality.** The relevance of the study lies in the fact that the specifics of the restaurant business involves not only implementation of innovative management technologies, but also updating the current enterprises business models formats, and elaborating the new ones in the restaurant business sphere. **The aim of this research** is to analyse the existent situation of innovative updating the nowadays enterprises business models formats, and elaborating the neoteric ones in the restaurant business sphere abroad, and in Ukraine as well. **Research methods** combine the information systematisation in the innovative updating processes of the restaurant business sphere enterprises. The theoretical and methodological basis of the study are theoretical elaborations and scientific conceptions of blighty and foreign scientists in the field of enterprises activity and marketing researches, and laws of Ukraine. **Results.** The scientific novelty of the article is in the defining the necessity in innovative renewal of the current enterprises business models formats, and elaboration of the new ones, functioning in the restaurant business sphere, in the use of innovative technologies for improving their work efficiency, in identifying the principles of modern technologies implementation, depending on the type of institution and the kind of innovation. **Conclusions and discussion.** In this article, it is emphasised that nowadays the sphere of restaurant business is in the process of its formation due to the problems of the current political and economic state of the country. It is noted that in order to stimulate entrepreneurial activity in the restaurant business sphere, the further implementation of innovative management technologies is one of the most powerful competitiveness tool. The efficiency of innovative measures implementation at the mentioned above enterprises is analysed. It was found out that this industry is underdeveloped, which indicates the presence of significant untapped potential for further development, and opportunities for reclaiming new market segments. For effective implementation of innovations, it is necessary to update the existing, and develop some new business models formats of enterprises in the restaurant business. The stages of updating the current and developing the new formats of enterprises business models in the restaurant business, by applying the innovative development strategy, are offered.

**Keywords:** restaurant business establishment, restaurant business, innovative management technologies, business models of enterprises in the restaurant sphere, new formats of business models in the restaurant industry.

## **The topicality of the problem**

*The problem formulation.* The specifics of the restaurant business as a service sector sphere involves not only the improving of human life quality by introducing the latest cooking technologies, but also updating the existing formats of enterprises business models in the restaurant industry field, and developing the new ones.

In the XXI cent. restaurant business becomes a leading area of social and economic development in the world, and in Ukraine as well. Although, in developed countries this area is very profitable and developed, but in Ukraine the restaurant business sphere is only in the process of its formation. To a large extent, it is caused by the problems of the current economic and political state of the country (Karsekin & Tkachenko, 2011, p. 45). The consumers' rivalry in this sphere is extremely fierce. Modern technologies should be actively used, as well as new formats of restaurant industry establishments should be studied and elaborated in order to maintain competitive advantages of the restaurant business establishment.

*The state of the problem study.* In recent years, the approaches to management in the restaurant business industry have changed significantly. The analysis of current trends, and study of future needs in this sphere are important to ensure the efficiency and profitability of hotels and restaurants establishments. The works of such Ukrainian scientists as V. Arkhipov and V. Rusavska (2009), M. Poplavsky (2011), O. Terenzio (Terenzio, 2016) et al. were devoted to researching and solving topical issues of improving the efficiency of restaurant establishments activity. The basics of organising the work of restaurants, new models of personnel management, marketing tools and culinary innovations are studied in mentioned works.

*Unresolved issues.* However, the possibilities of creating the new formats of enterprises business models in the sphere of restaurant industry, updating the existing formats, using information, management, marketing and other technologies in order to improve their production and trade activity, remain insufficiently studied.

## **Aim and research methods**

*The aim of this article* is to analyse the current situation of innovative updating of the existing enterprises business models formats, and elaboration of new ones in the restaurant business sphere abroad and in Ukraine.

*The methodological basis of this research* are theoretical elaborations and scientific conceptions of blighty and foreign scientists and specialists in the field of enterprises activity analysis, marketing, laws of Ukraine.

*Research methods* – traditional methods and means of marketing, technical and economic analysis (tabular, comparison, grouping), processing of materials using modern information technologies.

*The information basis of this study* is educational and periodical literature with a review of restaurant business innovative technologies in the Ukrainian market and abroad; printed and electronic specialised publications; works of the teaching staff of KNUoCaA; materials of restaurant industry establishments; Internet resources; statistic data; laws of Ukraine and legislative normative acts.

## Research results

The analysis of recent studies and publications, in which this topicality has been initiated, highlighted that the effective updating of the existing enterprises business models formats in the restaurant sphere, as well as the new ones elaborating, require effective activity planning and innovation planning, that will provide the ability to be competitive in tough market management conditions.

Innovation is a novelty, a novation, not some newness, but only one the one which really increases the efficiency of the existing system, that is applied in practice. In management, innovation means the novelty introduction, mastered in production, which has found its consumer. A more detailed definition is this one: innovation is the result of human creativity, which is ultimately presented as a completely new or modernised product, which differs from the previous one in new improved consumer characteristics and capabilities (Kookueiva et al., 2015, p. 402).

In a broad interpretation of the innovation concept, it can be a new product, a new structure, a new format of the business model, a new technological process and establishment management system, new information, new culture etc. Innovations in the organisation mean the proper application of scientific and technological progress not only in production processes, but also in business maintenance questions in total. Innovations can be aimed at the updating the products range, improving the current positions and the product quality (Kookueiva et al., 2015, p. 403).

Organisational technological innovations mean the introduction of new types of facilities, more efficient forms of service and organisational work standards. Management innovations are focused on improving the external and internal relations of the establishment. Complex innovations are the implementation of novations in various aspects and spheres of service activity simultaneously (Ukrainian Academy of Foreign Trade, 2004, p. 9).

Implementation of innovation activity is regulated by the Law of Ukraine “On Innovation Activity” (Verkhovna Rada of Ukraine, 2002), “On Priority Areas of Innovation Activity in Ukraine” (Verkhovna Rada of Ukraine, 2011). The law defines the mechanisms of implementing the innovation activity in society and measures, that guide it to the innovative development, such as: creating legal, economic and organisational conditions for renewal, development and use of the scientific and technological potential of the country, revival of spirituality, state intelligence, formation of the innovative culture of the nation.

The innovation cycle is a model used for effective analysis of the new product life cycle, and its successful management. Innovation, meaning the creation of new products, processes and services, is the basic stage in creating long-term competitive advantage. However, innovative processes are often complex and difficult to manage. This model shows which stages in the innovation life cycle are the most important, and what managers should pay an initial attention to (Zhurynov, 2017, p. 13).

Certain aspects of innovative restaurant technologies are studied in the works of such scientists as O. V. Borysova, O. Y. Zavadynska, N. O. Pyatnytska et al.

The study of current trends in the restaurant industry enterprises development in Ukraine has identified the factors of the restaurant business influence and its prosperous tendencies. The research concludes that the trends in the market of the restaurant business enterprises are closely related to the level of social and economic development

of the state, the nature of the income dynamics, and the population expenditures structure, changes in the consumer market, modifications in the supply and demand structure, transformations in consumer demands, benefits and the level of business processes automation. The change in consumer demands and preferences leads to the necessity of expanding the additional services range, that can provide the most complete satisfaction of the customers' needs, and thus, raise the level of the restaurant industry enterprise competitiveness and strengthen its competitive position in the market (Zavadynska, Danko, 2018). The future of Ukrainian business, its success and prospects are closely linked to the automation of business processes. The visitors' increasing requirements to the quality of service organisation, and, accordingly, the establishers' demands to the work organisation of the staff lead to the need of highing the degree of business processes informatisation, which facilitates all the aspects of the restaurant business management, from purchase of products to planning mass events and banquets, and improving the effect of accounting, tax and management reckoning organisation (Pyatnytska, 2011, p. 21).

Thus, ensuring the sustainable development of the restaurant industry sphere in Ukraine in general is possible on the basis of innovative updating of the existing business models, and elaborating new formats of enterprises business models formats in this field (Zavadynska & Lytvynenko, 2003).

Nowadays, when the life cycle of even the most successful business models is quite short, for the vast majority of global competitiveness members, the introduction of business innovations becomes a very important tool for conquering markets and their strategic defense against competitors. It should be noted, that a successful business conception plays the ultimate role in business innovations, meaning the identifying new consumer needs, and the exact combination of the way of their satisfactions with effective demands, based on specific formats and methods of creating and promoting consumer value to target consumers of restaurant industry enterprises (Androsova et al., 2010, p. 133).

The methodological basis is the necessary requirement to the development of any science, including the science of managementing the establishment and its innovative development. In turn, the methodological basis creation provides the methodological categories system elaboration, that are the characteristics of some certain experiment: topicality, the object and the subject of the study, its aim, tasks and objectives, hypotheses etc. Within the framework of this experiment, the object is the process of the establishment innovative development management, and the subject is the system of scientific theoretical and practical approaches to innovative development management of the restaurant industry (Mill, 2012, p. 123).

The hypothesis was formulated as follows: the less qualified personnel in the restaurant business establishment, capable of continuous development or training and generation of new ideas, the greater the resistance to innovative changes. Confirming the above mentioned opinion and experimental testing of the hypothesis, a questionnaire survey of the heads of the restaurants, operating in Ukraine, was conducted, in which either on a permanent basis or periodically some innovations were introduced. This allows us to make a reasonable conclusion that special attention should be paid to the formation and development of personnel. The results of the practical realities of managing the innovative development of the restaurant industry enterprises in the recent period of time indicate the presence of numerous factors and

barriers that hinder the innovative development of such establishments (Borysova, 2012, p. 336).

Thus, the heads of the restaurant enterprises operating in Ukraine consider that these factors hinder this in a special way:

- geopolitical instability, which was emphasized by the managers of 100% of the sample establishments;
- development of inflationary processes and, as a consequence, reduction of the population demand for restaurant business services, that in turn does not allow to get the necessary return, especially from high-cost innovations – 100%;
- zero level of the innovative potential of the restaurant business establishment – 100%;
- low level of financial stability, unprofitability of establishments – 86%;
- absence or lack of qualified personnel or a tendency to intellectual potential reducing – 50% (Borysova, 2012, p. 337).

Nowadays, the following trends in the restaurant business development in Ukraine can be noted:

- popularisation and improvement of street food reputation;
- implementation of merchandising (sales of products and services);
- opening of conceptual and mono establishments;
- opening of restaurants of Pan-Asian, Vietnamese and Chinese cuisines;
- introduction of new methods of food processing, using innovative technologies;
- organisation of services with catering system (Zavadynska, 2018).

The development of innovative activity for perspective is impossible without improving the innovative effectiveness of the establishment and its personnel, because innovative activity is examined as the use of scientific and technical means of activity in creating modern competitive services.

In order to keep regular guests and attract new ones in conditions of strong competition, stylish interiors and high-quality delicious dishes are no longer enough. Therefore, innovations in the restaurant business come to the rescue – interesting marketing moves, due to which customers want to visit this restaurant again and again (Zavadynska & Lytvynenko, 2003, p. 31).

Increased interest in tasty and healthy food has influenced the emergence of new directions in the restaurant business. During the last year the “open kitchen” format has become popular in Europe, where visitors can observe the cooking process, assess the quality of products and the level of the chef’s skill (Nazarov, 2016, p. 97). Ukrainian businessman and inventor Dmytro Kostyk has created a global net of establishments with interactive tables abroad, and launched the Interactive Restaurant Technology project, which became a resident of the Microsoft BizSpark programme (Karpenko, 2015).

IRT technologies are used in the restaurants work all around the world – in Dubai, Cyprus, Europe, Asia and North America. In such restaurants, guests sit at large interactive tables, use them to place orders, shop online and communicate with other guests. Interactive bar is an information and entertainment system, which is built into the bar. This is an interactive screen that displays video effects, character and intensity.

Pizza Ranch restaurants of American net have introduced Table Tracker – radio frequency identification technology/ it is a new invention from Long Range Systems company, which specializes in elaborating technologies, aimed to improve customers’

service. This system allows the personnel to find the needed table, without creating inconvenience for other guests of the restaurant (Zavadynska & Danko, 2018).

There is a restaurant “Food Ink” in the Spanish province of Leryda. Unlike ordinary restaurants, visitors are able to enjoy dishes, that can not be cooked without a special technique. Its peculiarity is that the food is prepared by staff using a 3D printer. The authors of the project expect to open permanent restaurants in London and New York, and then sell the franchise all around the world (Nazarov, 2015, p. 139).

The fast food industry has been using the franchise scheme for a long time, that has already proved its effectiveness. Actually, for the entrepreneur who has decided to open a fast food restaurant, franchising is the best option for a quick start. For start-ups in the food industry, franchising reduces their risks, although profits are reduced by the amount of franchise payments, but from the point of view of entrepreneurship all franchising members get their benefits: new working places appear, normal profits are formed, consumers are satisfied. Subway company is the world leader in fast food. In the United States and Canada, this fast food brand has become a market leader, even ahead of such a legend as McDonald’s. The secret of the company is in the fact that its initial business expenses are many times less than McDonald’s has. After all, Subway has no kitchen, all products are fresh and stored on display. Additionally, the company uses the fashion tendency of healthy eating, because the concept of the brand is cooking only from fresh stuff in front of the buyer.

When creating a brand, it is important to choose the right positioning of fast food. For example, Starbucks has positioned its brand as an “affordable luxury.” Its cafes offer the visitors a peaceful atmosphere, a place to socialize and delicious coffee. Customers pay for the atmosphere of privilege and comfort, not just for a drink. In order not to merge with dozens of other cafes, and maintain the brand image, Starbucks constantly monitors consumer desires.

The international experience of successful activity of restaurant business establishments shows that in the conditions of global competition the unalterable way of survival is built not only on the innovative basis, with active use of modern scientific and technical achievements, but on the restaurants readiness for innovations and novelty as well. There are many interesting innovative implementations in restaurants abroad. Almost all world gastronomic trends with a sufficiently high level of effectiveness are implemented in Ukraine.

Additionally, the restaurant market is also the most powerful medium for the culture and communications development. So, in Ukraine, there is an opportunity to meet and communicate at the restaurant table, but not in the kitchen.

The innovations implementation in the restaurant industry occurs in different sectors with varying intensity, and, in order to achieve real efficiency, the innovation activity should be elaborated evenly and throughout. In particular, it is advisable to modernise the methods of the restaurant personnel management in an active way.

The examples of classical management methods are administrative, economic and socio-psychological. The use of administrative influence is due to the establishment of discipline, clear hierarchical subordination, the creation of the fines and penalties system etc.

– Economic management is carried out through the determination of the sizes, schedule of material rewards, additional/overtime reward forms implementation, as



an encouragement for outstanding achievements or heavy workload of employees (Zavadynska, 2018).

As a rule, through socio-psychological methods, the sense of unity and motivation of the team, loyalty of the brand and management, desire and willingness to work for the idea and for the client are built and strengthened.

– The restaurant industry sphere is characterised by rapid information flow. In this area, it is very important to have up-to-date information on your own website, to implement an active advertising campaign in social nets etc. Comprehensibly, the implementation of modern information technologies in the restaurant work vastly depends on its competitiveness in today's market (Zavadynska, 2018).

The power of the restaurant industry sphere allows to use almost all kinds of information technology, whether computer programmes for the establishment management or social nets. Nowadays, many modern information technologies are used in restaurant industry establishments: reservation information systems, integrated communication networks, multimedia, management information systems etc. The main aim of the information technologies use is to improve the quality of management and control, as well as advertising.

Modern advanced computer reservation systems CRS (Computer Reservation System) can greatly facilitate the back-up process. Today, it is possible make in the real time regime, which improves the quality of services by saving time when working with guests. The use of e-commerce is spreading.

QR-code allows to use the capabilities of online and offline methods intensively and simultaneously with a greater effect. This invention is extremely useful for the audience that prefers technologies. It simplifies the promotion of the establishment in cases when the use of classic advertising media is inconvenient.

The electronic menu spread is, above all, due to large chains of fast food restaurants, such as McDonald's and KFC. Huge screens with photos of all dishes, prices, shopping cart and the option to pay with a bank card. In the long-lasting perspective, the implementation of electronic menu can reduce the marketing processes of the establishment. Thus, when using the classic paper price list, any changes in the range will require printing a new batch of menus. Additionally, the inclusion of the ability to pay directly at the table, using contactless payment methods, can reduce the burden on employees, responsible for cash payments. This has a positive effect on the establishment security in connection with the reduction of cash at the place (Arkhipov & Rusavska, 2009, pp. 60–61). A significant amount of software, computer programmes and mobile applications have been elaborated for the restaurant business sphere. All of them allow you to optimise the repetitive processes, speed up the flow of information from the guest to the kitchen and bar, automate accountings and calculations.

The most popular automated restaurant management systems in Ukraine are Fidello F & B, Micros, Parus-Restaurant, SERVIO, 1C-Parus: Restaurant + Bar + Cafe, Ikota, the most common – R-keeper (Stepova, Kohut, 2014). The global task of information technologies is to promote business profitability and efficiency, simplify its management, and increase various economic indicators and competitiveness, reduce the share of inefficient work, loss of money and time (Borysova, 2012, p. 332).

There are many interesting innovative implementations in restaurants all around the world, just as there are some in Ukraine as well. But the innovative technologies, used in the practice of foreign restaurants, are one step ahead of ours. All this aims to

be competitive and create opportunities to raise business to a new level. If companies use innovations skillfully, it helps to create new market segments, and occupy the existing ones.

### **Conclusions and results discussion**

It was established that the restaurant business is one of the most important components of the hospitality industry. That is why it is very important to introduce innovative technologies, innovative renovation of the existing and the new enterprises business models formats in the restaurant business, in order to improve their work efficiency, determine the principles of modern technologies implementation, depending on the type of the institution and the kind of innovation, for the purpose of increasing competitive advantages, maintaining and expanding the customer base, with trust and interest support in a particular establishment.

The analysis of information sources and practical observations allow to make the following conclusions:

1. It is noted that in order to stimulate the entrepreneurial activity in the restaurant business sphere, one of the most powerful tools in the competition is the further introduction of innovative management technologies. The efficiency of innovative methods of implementation at the mentioned above enterprises is analysed.

2. It was found that the industry is underdeveloped, which indicates the presence of significant untapped potential for development, and opportunities to pioneer the new market segments. For effective innovations implementation, it is necessary to update existing enterprises business models formats in the restaurant business, and develop the new ones.

3. The stages of updating the existing and developing the new formats of business models in the restaurant business, by applying the strategy of innovative development, are offered. This will allow the restaurant industry establishments to develop actively, to provide services effectively, and be competitive in today's market conditions.

The scientific novelty of this article lies in identifying the necessity of innovative renewal of the existing and development of the new establishments business models formats in the restaurant business, the use of innovative technologies in order to improve their work efficiency, defining the principles of modern technologies implementation, depending on the type of institution and the kind of innovation.

The practical significance of obtained results is revealed in the possibility of applying the new business models of the restaurant industry enterprises in order to increase their competitiveness.

In further studies, the research of modern experience of domestic and foreign technologies for the restaurant business can be prosperous, in order to elaborate the mechanism of implementing new business models formats in the restaurant activity. This will allow restaurant industry establishments to implement services effectively, and be competitive in tough market management conditions.



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## **РЕНОВАЦІЯ ДІЮЧИХ ТА ПРОЄКТУВАННЯ НОВИХ ФОРМАТІВ БІЗНЕС-МОДЕЛЕЙ У РЕСТОРАННОМУ БІЗНЕСІ: ПРОЦЕСНО-ІННОВАЦІЙНИЙ ПІДХІД**

**Актуальність.** Актуальність дослідження полягає в тому, що специфіка ресторанного бізнесу передбачає не тільки впровадження інноваційних технологій господарювання, а і оновлення діючих і розроблення нових форматів бізнес-моделей підприємств у галузі ресторанного бізнесу. **Мета дослідження** – проаналізувати сучасну ситуацію інноваційного оновлення діючих і розроблення нових форматів бізнес-моделей підприємств сфери ресторанного бізнесу за кордоном і в Україні. **Методи дослідження** поєднують систематизацію інформації щодо процесів інноваційного оновлення підприємств галузі ресторанного бізнесу. Теоретичною та методологічною основою дослідження є теоретичне розроблення та наукові концепції вітчизняних і зарубіжних вчених в області досліджень діяльності підприємств, маркетингу, закони України. **Результати.** Наукова новизна статті полягає у виявленні необхідності інноваційного оновлення діючих і розроблення нових форматів бізнес-моделей підприємств сфери ресторанного бізнесу, використання інноваційних технологій для підвищення ефективності їх роботи, визначенні принципів запровадження сучасних технологій у залежності від виду закладу і типу інновацій. **Висновки та обговорення.** У статті наголошено, що сьогоденні сфера ресторанного бізнесу у процесі формування через проблеми сучасного політичного та економічного стану країни. Зазначено, що з метою стимулювання підприємницької діяльності у сфері ресторанного бізнесу одним із найпотужніших інструментів у конкурентній боротьбі є подальше впровадження інноваційних технологій господарювання. Проаналізовано ефективність впровадження інноваційних заходів на наведених підприємствах. Виявлено, що галузь є недостатньо розвиненою, що свідчить про наявність значного незадіяного потенціалу до розвитку та можливості щодо освоєння нових сегментів ринку. Для ефективного впровадження інновацій необхідно оновлювати діючі та розробляти нові формати бізнес-моделей підприємств у галузі ресторанного бізнесу. Запропоновано етапи оновлення діючих і розроблення нових форматів бізнес-моделей підприємств у галузі ресторанного бізнесу шляхом застосування стратегії інноваційного розвитку.

**Ключові слова:** заклад ресторанного господарства, ресторанний бізнес, інноваційні технології господарювання, бізнес-моделі підприємств ресторанної сфери, нові формати бізнес-моделей підприємств ресторанної індустрії.

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## **РЕНОВАЦИЯ ДЕЙСТВУЮЩИХ И ПРОЕКТИРОВАНИЕ НОВЫХ ФОРМАТОВ БИЗНЕС-МОДЕЛЕЙ В РЕСТОРАННОМ БИЗНЕСЕ: ПРОЦЕССНО-ИННОВАЦИОННЫЙ ПОДХОД**

**Актуальность.** Актуальность исследования состоит в том, что специфика ресторанного бизнеса предполагает не только внедрение инновационных технологий хозяйствования, а и обновление действующих и разработку новых форматов бизнес-моделей предприятий сферы ресторанного бизнеса. **Цель исследования** – проанализировать современную ситуацию инновационного обновления действующих и разработку новых форматов бизнес-моделей предприятий сферы ресторанного бизнеса за рубежом и в Украине. **Методы исследований** объединяют систематизацию информации о процессах инновационного обновления предприятий сферы ресторанного бизнеса. Теоретической и методологической основой исследований являются теоретические разработки и научные концепции отечественных и зарубежных ученых в области исследований деятельности предприятий, маркетинга, законы Украины. **Результаты.** Научная новизна статьи заключается в выявлении необходимости инновационного обновления действующих и разработки новых форматов бизнес-моделей предприятий сферы ресторанного бизнеса, использования инновационных технологий для повышения эффективности их работы, определении принципов введения современных технологий в зависимости от вида предприятия и типа инноваций. **Выводы и обсуждение.** В статье отмечается, что на сегодняшний день сфера ресторанного бизнеса в процессе формирования из-за проблем современного политического и экономического состояния страны. Указано, что с целью стимулирования предпринимательской активности в сфере ресторанного хозяйства одним из мощнейших инструментов в конкурентной борьбе является дальнейшее внедрение инновационных технологий хозяйствования. Проанализирована эффективность внедрения инновационных методов на рассмотренных предприятиях. Выявлено, что отрасль является недостаточно развитой, что свидетельствует о наличии существенного незадействованного потенциала к развитию и возможности освоения новых сегментов рынка. Для эффективного внедрения инноваций необходимо обновление действующих и разработка новых форматов бизнес-моделей предприятий в сфере ресторанного бизнеса. Предложены этапы обновления действующих и разработки новых форматов бизнес-моделей предприятий в сфере ресторанного бизнеса путем применения стратегии инновационного развития.

**Ключевые слова:** предприятие ресторанного хозяйства, ресторанный бизнес, инновационные технологии хозяйствования, бизнес-модели предприятий ресторанной сферы, новые форматы бизнес-моделей предприятий ресторанной индустрии.