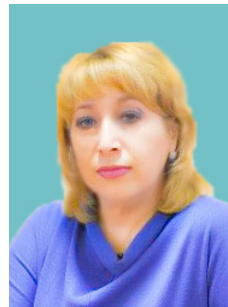


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DIRECTIONS OF ANTI-CRISIS MANAGEMENT OF RESTAURANT BUSINESS

Abstract. In this article, the authors emphasize that the pandemic and quarantine measures have brought the normal functioning of the world economy and the activities of many enterprises. The tourism business and the hotel and restaurant sector, which have recently developed greatly, have suffered from extensive losses and bankruptcies, a large number of restaurants and cafes have been closed, and many people have lost their jobs and their income. Even large chains of hotels and restaurants have suffered as well as other businesses.

The hotel and restaurant business was the first one that has to adapt quickly to changes caused by the pandemic, to establish work in new conditions and develop new directions and measures

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that will take the restaurant business out of the crisis. Given the current need to apply security rules, and the need to comply with quarantine measures, it is necessary to use computer and digital technologies that will help managers to attract new customers and earn extra income.

The authors propose to use such tools of crisis management of the restaurant business as: technologicalization, online marketing and influencer – marketing, unique content. These activities are necessary in order to pay new attention to the dishes and services offered by cafes and restaurants. To restart this business in a modern way and with new tendencies, and to adapt to changes in the changing environment and to quarantine measures.

To develop additional promotions and offer «economy», «standard» and «luxury» class menu. To organize the fast, high-quality delivery to cafes and restaurants in modern conditions, preferably free, it has become a great necessity and convenience in pandemic conditions; it will attract additional consumers to the restaurant business.

In the modern market concept of restaurants in a pandemic, it is necessary considering not only the factors that existed for many years, but also new additional factors in the hotel business, without which it is now impossible to operate this business in a pandemic, it would be safe to provide services, awareness of the service or product, in the use of digital technology by an institution that wants to get more income and occupy a larger segment in this market of hotel and restaurant business.

The authors insist that in modern conditions, it is essential to take into account the laws of competition; because now the consumer chooses a quality product or service at a better price, other goods or services do not attract consumers.

Keywords: *hotel and restaurant business areas of crisis management, online marketing, influencer – marketing, unique content, new factors of work*

Introduction. Presently, the whole world is in standby mode or impose, or not impose another lockdown, or quarantine measures. Whether or not businesses will work properly or everyone will work in a special regimen, and finally, how to get out of the crisis caused by the COVID-19 virus pandemic. But there is no time to wait, as we live now, we need to work, but with the new requirements of society and time. It is necessary to adapt to all changes in the environment. The economic downturn caused by the pandemic crisis has removed all businesses from normal operation, so it is necessary to develop areas of crisis management for the restaurant sector.

Analysis of recent research and publications. Scientists were engaged in anticrisis management of hotel and restaurant business: M. Malska, S. Belous (Malskaya. & Belous, 2020), O. Kravets, I. Samarina (Kravets & Samarina, 2017), H. Munin (2008). However, in the conditions of quarantine measures, it is necessary to change the work of such business, to introduce new technologies and directions.

The purpose of our article is to develop areas of crisis management for restaurant business in modern conditions of quarantine measures.

Formulation of the main material. Due to the virus spread, a large number of enterprises were closed, some enterprises went bankrupt, especially in the field of transport, services and tourism. Catering and restaurant businesses are suffering from huge losses around the world, and a large number of restaurants have closed.

People need somewhere to eat, and there are those, who want not just to eat but enjoy what they eat and where. Unfortunately, the quarantine regime has changed the conditions of the restaurant business, imposing restrictive measures and the need to restructure business processes. This business around the world is forced to adapt faster than all other areas.

If we were asked: «What changes are we ready to accept for our own safety, safety of our health, health of our loved ones and our lives?», we would answer: «for the radical changes».

Therefore, what radical changes do we need for our life and leisure? The first one is to reduce contact with other people, setting the right priorities for this need. Second, to introduce measures that will improve the conditions of our life, work and leisure. Third, to organize events that will make our life and rest better, brighter and with an unforgettable experience.

Now information, computer and digital technologies have filled our space,

without them the modern development is not possible, so the restaurant business must also use these technologies, such as online marketing and influencer – marketing, content and more.

The digital revolution has opened many new technological directions, transformations are taking place in all spheres of life. The hotel and restaurant business is also undergoing radical changes, for which factors such as mobility, comfort, creativity, environmental friendliness, availability of additional services, health and safety are very important.

Digital marketing, e-marketing, and Internet marketing – in marketing surveys based on electronic technologies. If the marketing is attracting and retaining customers, the Internet marketing is attracting and retaining customers in the Internet (E-marketing. <https://uk.wikipedia.org>).

What do these technologies give us? Especially following quarantine measures, most people go online, staying at home much more time they spend on phones, tablets, computers and working remotely. Restaurateurs also need to pay more attention to their websites, to advertise their establishment through social networks. It is possible to conduct online presentations of new unique dishes (nano technologies), master classes with famous chefs and confectioners, presentations and catering menus that can be ordered at this establishment. With these measures it is possible to attract a large number of new customers and earn extra income for the restaurant business.

Marketing impact (Eng. influencer marketing, influencer – marketing) – a way to promote products or services through influencers. An influencer is a person, brand or group of people who are able to influence the behavior and decisions of their audience. The main principle of this type of marketing is native and unobtrusive communication through recommendations (Marketing of influence. <https://uk.wikipedia.org>).

However, restaurants, like any other business, are a complex system that is influenced by many different factors, but their work is very much needed.

Restaurants play a very important role in human life. In addition to meeting the physiological needs of nutrition, «going out» to the restaurant digs up an important social function. A person needs not only to eat, but also to communicate. Restaurants are one of the few places where all the senses work, which generate a general sense of satisfaction (Tourism management. Restaurant business: basics of functioning. <https://library.if.ua>).

However, in today's pandemic conditions, the market concept acquires new additional factors in the functioning of the hotel business. Now for the successful operation of an establishment the factors that created the philosophy of the restaurant business, such as: the quality of food, menu, level of service, price, atmosphere, management, location, are not enough.

Presently, they acquire special significance for the work of an establishment: security of service provision, awareness of a service or a product, use of digital technologies.

Nowadays, consumers who like to watch different Internet videos, more often trust recommendations and opinion of leaders, famous athletes, actors, singers. If your favorite singer has visited a particular establishment, and this establishment has satisfied all his tastes, he will recommend this establishment to all his fans and friends, and it will cause a large number of consumers. In addition, if a famous and a favorite person held a wedding or birthday in this place, and a video of this event has got into the Internet, on his page, then this restaurant is now in trend. In the near future this restaurateur will be known for its events.

Since last year, the global market for influencer marketing has almost doubled. The trust of consumers with the recommendations of opinion leaders reached unprecedented figures: 92% more quickly believe blogger than in advertising (Influencer marketing: how it works in Ukraine source: <https://marketer.ua>).

Currently, restaurateur and hoteliers began to produce more content in the Internet, especially unique content. This is very important, because interesting recipes, creative dishes, useful tips, as well as broadcasts from the city of the event,

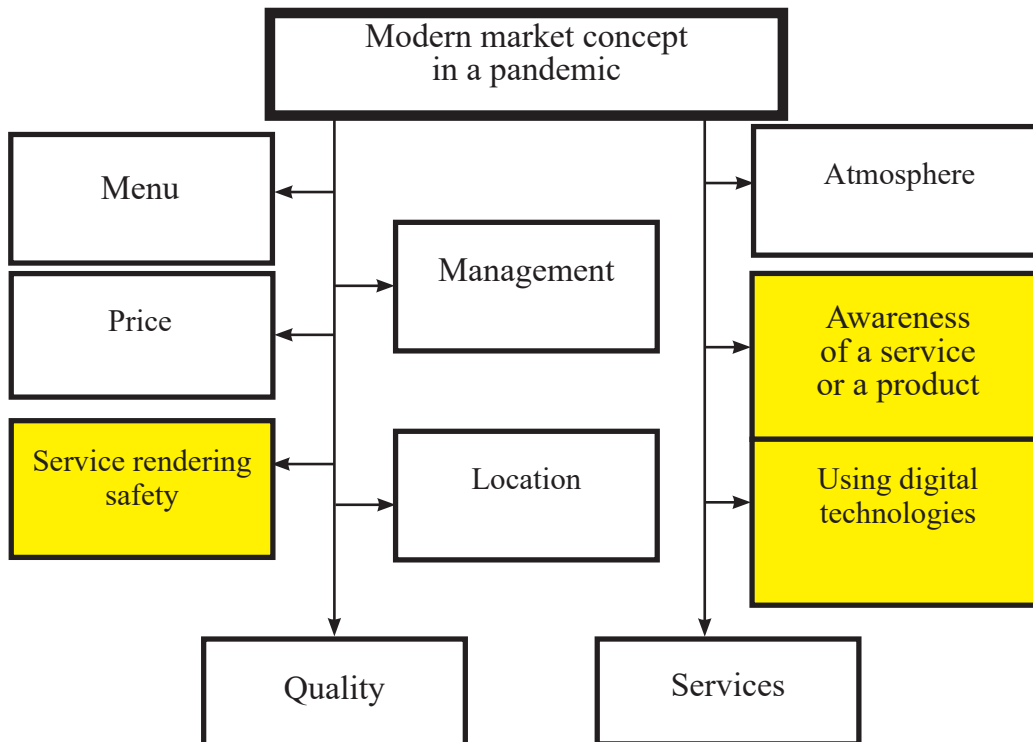


Figure 1 – Modern market concept of restaurants in a pandemic

Sources: (Tourism management. Restaurant business: basics of functioning. URL : <https://library.if.ua>) with the work of T. Charkina)

must meet the current real expectations and needs of service users.

Unique content is material that contains a unique and useful content load and does not occur in exactly this form in the Internet (Content. URL : <https://termin.in.ua/>).

Imagine that you are very familiar well with organizing the beautiful outbound catering on holidays and weddings. Using your experience you can write a useful article, which suggest own concept and experience of catering, offer it in various cities for the event, tips on exclusive menu, life hacking and make conclusions. If you tell about your famous confectioner and his unique products, you will get even more bonuses. This article, which is based on your experience and personal knowledge of this case, will be unique, which is considered the most valuable. This content, which has a useful semantic load, will give the impression to users of these services and connect them to your establishment, which will help to generate more income for the restaurant business.

At the present time, in modern quarantine conditions, the delivery is a very important factor in restaurant sector establishments. High-quality, fast resignation is a step towards gaining new consumers in the restaurant sector. This requires special attention in modern quarantine conditions; it has become a great necessity and convenience, even at night. Now it is very difficult to choose a place at night that will offer and deliver quality food, so delivery must be fast, and the food must be brought at the right temperature in the right form.

During this time of fierce competition, a large number of entrepreneurs, SMEs, offer consumers the same products or services. Consumers choose the establishment that offers the best quality of goods and services for the same price. Law and competition dictate their rules and conditions, one of the laws according to which the world is an objective process of improving the quality of products, services and reducing the unit price of goods or services. Competition law leads to the leaching of low-quality expensive products from the market.

When the companies' heads forget that competition is a constant process of managing entity for its competitive advantage in a competitive market to obtain victory or achieve other goals in the fight against competitors for the pleasure of objective and subjective needs, and cease to develop their competitive advantages, or lose them, they have a risk to lose their business. Therefore, those who want to stay in the hotel and restaurant business need to introduce constantly new services, produce innovative products, introduce digital technologies and quickly adapt to changes.

Nevertheless, we must remember that not only the restaurant business is in a difficult situation, but also a large number of consumers, given the economic, political, social crisis and the pandemic crisis. Therefore, except of preparing healthy, high-quality food, you have to offer a variety of services, additional promotions, various events, so that the customer can order it in your restaurant or cafe.

There is another law of competition, the law of increasing human needs (Economic law of growth of needs), in accordance with this law, the continuous development of needs is the driving force of economic and spiritual progress of mankind, which, in turn, stimulates the emergence of new and new needs, and exclusive goods and services are about twice as fast as goods and services for people with low income.

This means that now, in addition to increasing the number of types of goods and services, variety of dishes, sophistication of dishes, it is time to change the structure of consumer goods and services. In a pandemic, quarantine, it is necessary not just to visit restaurants to eat and socialize with friends, but also provide a qualitatively new format of safe staying in restaurant, enjoying a tasty, healthy product and an additional range of services at this place. And it is not possible without a variety of activities, marketing and skillful management. And these measures must be designed for all segments of the population.

Many restaurateurs understand that some people are now ready, while others are not able to buy expensive and delicious meals for extra money.

Restaurateurs can offer sales for family breakfast, lunches or dinners and develop creative menus of «Economy», «Standard» and «Luxury» class, in these conditions it is essential to think about the different levels of service consumers. These menus can be posted on the restaurant's website, for everyone to think about the PR-move, to create content for better acquaintance.

Under quarantine, delivery will be at the expense of the establishment, and for example, lunches for more than 6 people, with a discount of 10-15%, depending on the number of people and on Sundays. For example, each Monday all customers of the restaurant get a dessert as a gift from the chef. Or when more than 10 people order a family dinner, they get a cake as a gift. All these events will also attract additional customers. People will always be where they are valued, waited for and given gifts and discounts. The more satisfied consumers, the more they will use the services of this establishment, and the more income its owners receive.

And most important in modern conditions («On prevention of the spreading of the acute respiratory disease COVID-19, caused by the crown virus SARS-CoV-2, in the territory of Ukraine», of 11.03.2020 number 211), when one quarantine can replace another, and it can last a long time, there is a need to arrange areas for eating so that you were kept a distance between guests, in the summer dominated by outdoor cities and special sites using zoning. Verandas, areas on the roof of the restaurant, areas with a winter garden or open balconies with air circulation, special booths.

Conclusions. To overcome the manifestations of the systemic crisis in the restaurant business in the context of digital transformations, the leading management needs to ensure the implementation of advanced tools for crisis management to ensure the financial stability of enterprises, and to intensify

innovative transformations. Among the priority areas for the implementation, it is worthy to highlight such tools of crisis management for restaurant business as: technologicalization, online marketing and influencer – marketing, unique content and offer a menu of «economy», «standard» and «luxury» class.

Conflict of Interest and other Ethics Statements

The authors declare no conflict of interest.

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НАПРЯМИ АНТИКРИЗОВОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ РЕСТОРАННОГО БІЗНЕСУ

Анотація. В даній статті автори наголошують, що пандемія та карантинні заходи вивели з нормального функціонування економіку всього світу та діяльність багатьох підприємств. Туристичний бізнес та готельно – ресторанне господарство, які в останній час дуже розвинули свою діяльність, зазнали масштабних збитків та банкрутства, закрилася велика кількість ресторанів та кав'ярень, багато людей втратили робочі міста та дохід. Навіть крупні мережі готелів та ресторанів постраждали не менше інших підприємств.

Одним з перших готельно-ресторанний бізнес змушений швидко адаптуватися до змін, викликаних пандемією. Важливо налагодити роботу в нових умовах та розробити нові напрямки та заходи, які виведуть з кризового стану підприємства ресторанного бізнесу. Враховуючи сучасну потребу в застосуванні правил безпеки та необхідність дотримання карантинних заходів, необхідно застосувати комп'ютерні та цифрові технології, які допоможуть керівникам закладів залучити нових клієнтів та отримати додатковий дохід.

Автори пропонують використати такі інструменти антикризового управління ресторанного бізнесу, як: технологізація, он-лайн маркетинг та інфлюенсер – маркетинг, унікальний контент. Ці заходи потрібні для того, щоб по-новому звернути увагу на страви та послуги, що пропонують кав'ярні та ресторани. По-сучасному та з новими тенденціями перезапустити цей бізнес та

адаптуватися до змін мінливого середовища та до карантинних заходів.

Додатково розробити акційні пропозиції, та запропонувати меню класів «економ», «стандарт», «люкс». Обов'язково кав'ярням та ресторанам в сучасних умовах організувати швидку, якісну доставку, бажано безоплатну, це стало великою необхідністю та зручністю в умовах пандемії, це ще привабить додаткових споживачів ресторанного бізнесу.

А також в сучасній ринковій концепції роботи ресторанів в умовах пандемії, врахувати не тільки ті фактори, що діяли багато років, але і нові додаткові фактори функціонування готельного бізнесу, без яких зараз просто неможливе функціонування цього бізнесу в умовах пандемії: це безпека надання послуги, інформованість про послугу або товар, використання цифрових технологій закладом, що хоче отримати більший дохід та займати більший сегмент на даному ринку готельно-ресторанного бізнесу.

Автори наполягають, що в сучасних умовах вкрай необхідно врахувати закони конкуренції, тому що зараз споживач обирає якісний товар або послугу за більш вигідну ціну, інші товари чи послуги не приваблюють споживачів.

Ключові слова: готельно-ресторанний бізнес, напрями антикризового менеджменту, онлайн маркетинг, інфлюенсер – маркетинг, унікальний контент, нові фактори роботи закладів ресторанного бізнесу

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