

SCIENCE AND EDUCATION IN THE THIRD MILLENNIUM:

information technology, education, law,
psychology, social sphere, management



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CHAPTER 23

DEVELOPMENT OF INNOVATIVE METHODS OF INCREASING THE COMPETITIVENESS OF RESTAURANT ESTABLISHMENTS

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Abstract. It was determined that in modern economic conditions the market of restaurant services is characterized by dynamic development. At the same time, it should be noted that restaurant business enterprises operate under conditions of monopolistic competition, the main features of which are a large number of establishments differentiated due to non-price influencing factors. It is under such conditions that there is a need to develop and implement modern theoretical and methodological approaches to managing the competitiveness of restaurant business establishments, especially coffee shops.

Despite such a large number of scientific works, the study of the problems of managing the competitiveness of restaurant business enterprises needs clarification and improvement of its methodological aspects, taking into account their type, performed functions and peculiarities of functioning in the market of restaurant services as a whole. It was established that the evaluation of the competitiveness of the coffee shop can be carried out according to various indicators. These indicators can be divided into several groups, among which special attention should be paid to coffee quality indicators, service and competitiveness indicators: competitive advantage, market positioning, customer satisfaction indicators, customer evaluation, customer loyalty. The choice of certain indicators of competitiveness to evaluate the activity of a coffee shop depends on specific goals. It is also important to use a comprehensive approach to the assessment of coffee shop activity.

This means that it is necessary to consider not only one or several indicators, but all indicators that are important for evaluation. This will help to get a more complete picture of the activity of the coffee shop and to develop effective measures for its improvement. The implementation of all the proposed measures will allow the coffee shop to strengthen its competitive position on the market and achieve success in business.

Keywords: restaurant business, profitability, coffee shop, consumer, consumer loyalty, performance evaluation, strategic management.

Introduction. In recent years, there has been a significant increase in the number of coffee shops in Ukraine. According to the State Statistics Service of Ukraine, in 2022 there were more than 30,000 coffee shops in Ukraine. This means that this type of business is one of the attractive sectors of the Ukrainian economy. The increase in the number of coffee shops has led to increased competition in the market. This means that coffee shops need to constantly improve their operations in order to remain competitive. In addition, the development of coffee shops as establishments in the restaurant business is influenced by such external factors as: the socio-economic situation in the country, legislative changes, changes in consumer tastes, etc. Studying these factors allows coffee shops to develop effective development strategies. It is important to note that studies of the competitiveness of restaurants in Ukraine are conducted both at the national level and at the level of individual regions. So, for example, in 2022, the State Tourism Development Agency of Ukraine conducted a study of the competitiveness of restaurants in Ukraine. In this study, the state of the restaurant industry in Ukraine was analyzed, the factors affecting its competitiveness were determined, and recommendations were developed to increase the competitiveness of the restaurant industry.

Ukrainian scientists who studied the issue of competitiveness of restaurant establishments can be divided into several groups. Thus, a group of economists examines the competitiveness of restaurants from an economic point of view. They study the factors affecting the competitiveness of institutions, develop methods for its assessment and improvement. Among the Ukrainian scientists-economists who studied the issue of the competitiveness of the restaurant industry, the following can be named: O. I. Havryliuk, who developed a methodology for assessing the competitiveness of the restaurant industry; V. G. Kizima, who studied factors influencing the competitiveness of restaurant establishments; V. M. Mazaraki, who developed a model for assessing the competitiveness of restaurants.

Among the Ukrainian marketing scientists who studied the issue of the competitiveness of restaurant establishments, the following can be named: O. V. Bondarenko, who studied the marketing aspects of the competitiveness of restaurant establishments; TS Boyko, who developed a marketing strategy to increase the competitiveness of restaurant establishments; V.V. Kravchenko, who studied the influence of marketing factors on the competitiveness of restaurant establishments. From the point of view of management, the competitiveness of restaurant establishments is studied from a managerial point of view. In particular, this group of scientists studies the management processes of restaurant establishments, develops methods of increasing the efficiency of their activities.

Thus, V. V. Boyko developed a system for managing the competitiveness of restaurant establishments, V. G. Kizima studied the factors affecting the effectiveness of managing the competitiveness of restaurant establishments, T. A. Voroniuk developed a mechanism for managing the competitiveness of restaurant establishments. The purpose of this research is to define, theoretically substantiate and develop practical recommendations for improving methodological aspects of the competitiveness of restaurant establishments in modern business conditions.

1. Methodical tools for assessing the competitiveness of restaurant establishments.

In the modern period, the approach proposed by M. Porter is methodically developed for quantitative assessment. When studying its features, one should pay attention to three main problems that will be faced by the analyst, given that their solution is foreseen more in the theoretical aspect than in the applied one (*Kovtun V., 2019*):

- 1) selection of an indicator for assessing the level of resource utilization efficiency;
- 2) selection of basic objects for comparison;
- 3) availability of reliable and comprehensive information about the state of competition in the higher order economic organization.

The assessment of the enterprise's competitiveness is a complex multifactorial task, which boils down to the interpretation and assessment of a set of indicators characterizing various aspects of the enterprise's activity that shape its competitiveness (*Postova V., Klymchuk A., Moskvichova O., Hryhoruk I., 2021*). The multi-level nature of the competitive interaction of enterprises determines a wide range of approaches to assessing their competitiveness (Table 1).

Table 1 – Scientific approaches to the classification of methods for assessing the competitiveness of an enterprise

Author/Source	Classification group and methods
Sharko V. V.	Depending on the indicators and variables used in the analysis: <ul style="list-style-type: none"> – methods characterizing the market position of the enterprise (BKG model, M. Porter model, McKinsey method, Shell/DRM model, RIMS method, Hofer/Schendel model); – methods characterizing the level of enterprise management (LOTS method, GAP method, situational analysis, expert evaluation method, strategic group mapping method); – methods characterizing the financial and economic activity of the enterprise (financial and economic method, method of marginal analysis)
Chorna M. V., Ovcharenko Yu. A.	<ul style="list-style-type: none"> – Methods based on the theory of equilibrium of firms and industry; – matrix methods; – methods based on the theory of effective competition; – methods of assessing the competitiveness of the enterprise based on functional models; – methods of assessing competitiveness based on the analysis of the company's potential; – integral methods of KSP assessment
Bryzhan I. A., Chevganova V. Ya.	<p>According to the direction of formation of the information base:</p> <ul style="list-style-type: none"> – criterion (use of absolute (natural or value) values of indicators); – expert (use of expert assessments). <p>According to the method of displaying the final results:</p> <ul style="list-style-type: none"> – graphic; – logistic; – mathematical. <p>On the possibility of developing management solutions:</p> <ul style="list-style-type: none"> – single-moment; – strategic

Levytska A. O.	<ul style="list-style-type: none"> – Matrix (BKG matrix, I. Ansoff matrix, McKinsey matrix, M. Porter's matrix of competitive strategies, ADL model, SWOT analysis, SPACE analysis, STEP analysis, STEPV analysis); – graphic (CS polygon, CS radar, «profiles» method, map of strategic groups, semantic differential method, Zh-Zh. Lamben's method of competitive strategies, method of building a competitive space); – indexical (the method based on the analysis of the competitive advantages of competing enterprises, the method based on the theory of effective competition, integral methods, self-assessment methods, the European model of business excellence); – analytical (four-syllable concentration index CR4, Herfindahl-Hirschman index, Rosenbluth index, method of differences, method of ranks, method of points); – complex (taxonomic method, radar method, benchmarking method, method of combined action of determinants of the «national rhombus» and strategic potential of the enterprise)
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Currently, generally accepted methodological approaches to assessing the competitiveness of enterprises have not been formed, and the foreign experience that we find in the scientific literature is not adapted for domestic enterprises.

This is due to the fact that the analyzed indicators are a quantitative expression of various aspects of the company's activity (*Vorobyov K.S., Gurzhii N.M., 2022*). Each enterprise evaluates its competitive position according to its own methodology, and does not advertise the essence, effectiveness and results of its application (*Voronyuk T.A., Zybareva O.V., 2018*).

There is a wide variety of calculation and calculation-graphic methodical approaches in the publications that highlight the assessment of the company's competitiveness.

Each of them has its own characteristics, the researchers justify the effectiveness of the proposed approaches for assessing competitiveness, the need to take into account specific factors and use individual indicators.

The following classification features are mainly used to organize the methods of assessing the competitiveness of enterprises (*Voronyuk T.A., Zybareva O.V., 2018*):

- the level of management decisions, analytical capabilities, theoretical foundations, method of assessment, method of presentation of the result;

- by the direction of formation of the information base, by the way of displaying the final results (matrix (matrix of the «Boston Consulting Group», I. Ansoff matrix, McKinsey matrix, Shell matrix, M. Porter's matrix of competitive strategies, A. Thompson – A. J. Strickland matrix, the Hofer-Shandler matrix), indexical (based on the definition of product competitiveness, based on the theory of effective competition, based on the definition of the power of reactive position, based on the theory of equilibrium of the firm and the industry, integral evaluation, benchmarking method), graphic (polygon of competitiveness, radar of competitiveness, the method of «profiles»);

- by the method of assessment (qualitative, quantitative);

- by the possibility of developing management solutions (special, complex);

- by the possibility of making strategic decisions (current, strategic);
- criterion, expert);
- depending on the object of assessment (industry, enterprise, product);
- depending on the purpose of the assessment (positioning in the group, determining the dynamics of positions in the group, determining competitive advantages).

Qualitative evaluation methods mostly have a low degree of mathematical formalization, they are characterized by laboriousness of implementation and discrete evaluation. They should not be used individually to assess the company's competitiveness when determining priority directions for strengthening competitive positions in the market. Quantitative methods make it possible to assess the real chances of an enterprise in the competitive struggle for attractive strategic business areas and to make well-balanced management decisions from a tactical and strategic point of view (*Voronyuk T.A., Zybareva O.V., 2018*).

Special assessment methods are methods that allow to assess the competitiveness of an enterprise in certain aspects of its activity – production, innovation, marketing, finance, etc. Complex methods are based on a comprehensive approach to assessing the competitiveness of an enterprise (*Postova V.V., 2022*).

It is interesting that the vast majority of methods are based on identifying a non-exhaustive list of indicators that determine the competitiveness of an enterprise. They envisage the use of imprecise indicators, «expert methods», which are characterized by subjectivity and convention, to assess the impact of factors on competitiveness. In the proposed methods, it is possible to trace the combination of technical and economic indicators, which are different in nature, into a single integral indicator of the competitiveness of the enterprise, which cannot be considered appropriate.

A number of methods for assessing the competitiveness of enterprises are based on very complex constructions that have assumptions, are idealized, new definitions and indicators for economic science are introduced, various matrices and new coordinate systems are built. There is no doubt about the logical validity of the proposed methodological approaches in the theoretical plane, but in the specific economic conditions of the operation of the enterprise, these methodological approaches seem too abstract.

Modern methods of assessing the competitiveness of an enterprise are characterized by the following shortcomings: mainly, the assessment of the enterprise's competitiveness on their basis only states its current state, but in modern conditions it must project a forecast for the strategic perspective in order to obtain better results or avoid losses.

They do not take into account the level of customer orientation, value, competence and innovativeness of the enterprise. When choosing a method of assessing the competitiveness of an enterprise, it is advisable to take into account the possibility of obtaining complete and reliable information in a short time and with the least costs, which will allow to objectively, quantitatively and qualitatively assess the formation and management of the enterprise's competitive advantages and its competitive potential with minimal error.

Scientists call complex methods the most thorough methodical approaches to assessing the competitiveness of an enterprise, since they are focused on taking into account a wide range of the most important parameters of the enterprise's functioning.

The advantage of such approaches is considered to be obtaining reliable and most accurate information about the competitiveness of the enterprise, its advantages and «bottlenecks». Thus, the assessment of the enterprise's competitiveness should be based on a comprehensive, multidimensional approach and take into account both the internal and external environment (*Vorobyov K.S., Gurzhii N.M., 2022*) and at the same time take into account the levels of customer orientation, value, competence and innovativeness of the enterprise.

In order to improve the practical tools of enterprises in order to increase their competitiveness, it is advisable to use a unified effective methodical approach to determine prospects and directions of development based on a set of benchmarks, indicators and indicators that shape their competitiveness and take into account the levels of customer orientation, value, competence and innovativeness of the enterprise.

The assessment of the competitiveness of the enterprise should be carried out according to the principles of: systematicity, complexity, objectivity, optimality, scientificity, dynamism, continuity, comparability, effectiveness of research, information support. Adherence to the specified principles in a complex will allow to achieve the set goal and obtain the most accurate assessment of the competitiveness of the enterprise (*Voronyuk T.A., Zybareva O.V., 2018*).

The scientific methodology for the formation of methodical approaches to the assessment of the competitiveness of enterprises involves the systematization of benchmarks for its assessment, these are: the availability of resources (human, raw materials, financial resources), innovativeness of development, the ratio of supply and demand for products, customer orientation, compliance with priorities in production and economic activity, development value-competence approach, prediction of force majeure circumstances and factors of change in the market environment, safety of functioning.

The generalization of the most common methodological approaches to assessing the competitiveness of enterprises convinces that, traditionally, typical indicators are used for this: the efficiency of the production activity of the enterprise, the financial condition of the enterprise, the efficiency of the organization of sales and promotion of goods, the competitiveness of the product, the competitive potential of the enterprise, environmental friendliness of production, indicators of social efficiency, image enterprises. To this list, it is advisable to add indicators of: business activity, customer loyalty, innovative activity, efficiency of investment activities of the enterprise, economic security.

2. Improvement of the loyalty system of coffee shop consumers.

A customer loyalty system is an important tool for a restaurant business that wants to increase its attendance. For coffee shops, a loyalty system can be particularly effective, as it allows you to encourage consumers to visit regularly.

We will provide recommendations for improving the customer loyalty system in coffee shops.

To begin with, it is necessary to make the system simple and understandable. Users should easily understand how this system works and how they can get rewards from using this loyalty program.

It is worth developing various rewards for the coffee shop, which should be attractive to consumers, as well as motivate them to repeat purchases. This system must be accessible so that users can easily register in the system and receive rewards.

Here are some concrete ideas for improving the coffee shop's loyalty system:

1. Offer discounts on drinks and meals for visitors. This is the most common type of reward in loyalty systems.

2. Offer visitors free additional products or services. It could be an extra dessert, a cup of coffee or free delivery.

3. Offer visitors special activities or events that will be available to members of the loyalty program. It can be a tasting of new drinks or dishes, raffle prizes or discounts on special events.

When choosing rewards for the loyalty system, it is important to consider the target audience of the coffee shop. For example, if one of the coffee shops is aimed at a young audience, then the rewards can be more creative and unusual.

In addition, it is important to conduct regular research to understand what consumers like and value. This will help adapt the loyalty system to their needs and increase its effectiveness.

The scheme for improving the loyalty system of coffee shop consumers is shown in fig. 1.

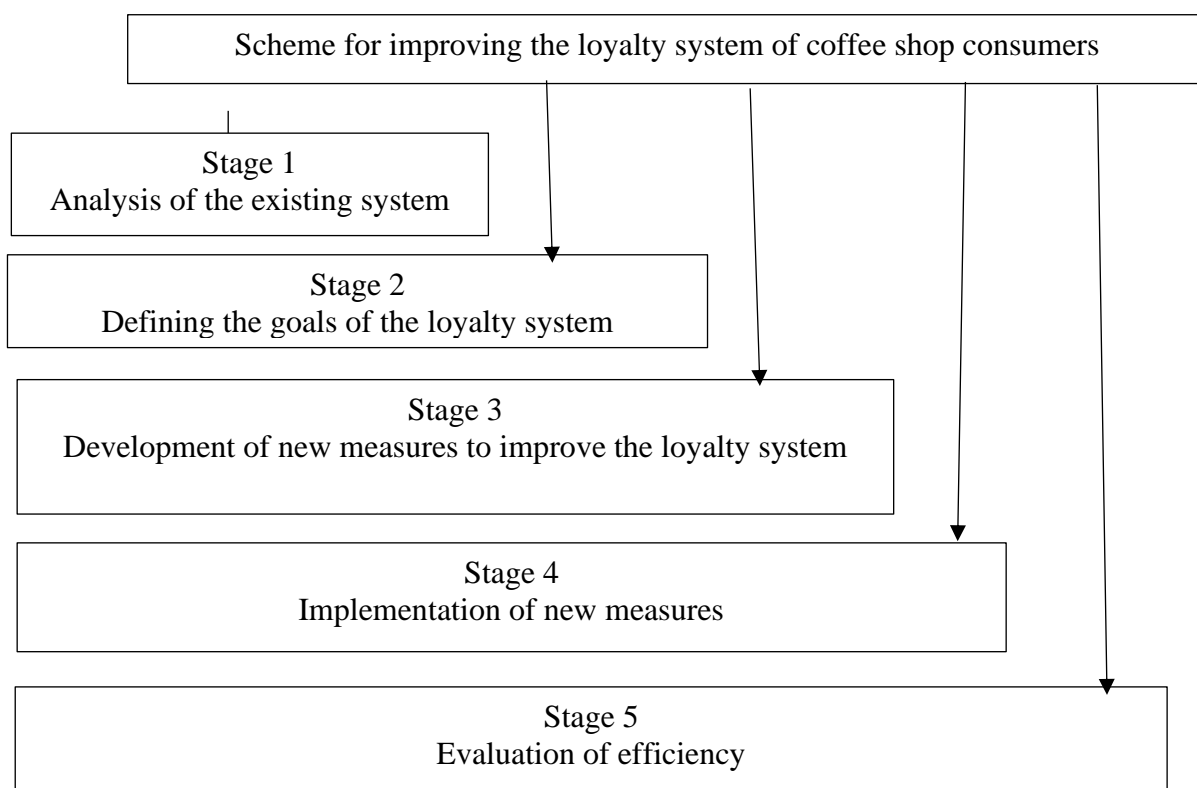


Figure 1 – Scheme of improving the loyalty system of coffee shop consumers

So, analyzing this figure, in order to improve the loyalty system of coffee shop consumers, it is necessary to go through 5 stages.

Stage 1: Analysis of the existing system.

At the first stage, it is necessary to conduct an analysis of the existing loyalty system of this institution. This will help the coffee shop owner understand what is working well and what can be improved.

As part of this analysis, it is necessary to consider the following questions:

1. What types of rewards are offered?
2. How does the system work?
3. What are the goals of the system?
4. What is the target audience of the system?

Stage 2: Defining the goals of the coffee shop.

At the second stage, it is necessary to define the goals of the loyalty system. This will help the coffee shop owner to develop effective measures to achieve them.

Loyalty system objectives may include:

- increase in sales;
- encouraging repeat purchases;
- collection of information about consumers;
- improvement of consumer loyalty.

Stage 3: Development of new coffee shop activities.

At the third stage, it is necessary to develop new measures to improve the coffee shop's loyalty system. When developing measures, it is important to consider the goals of the system, the target audience, and the results of the analysis of the existing system.

Stage 4: Implementation of new measures for the coffee shop.

At the fourth stage, it is necessary to introduce new measures into the loyalty system. This includes preparing a marketing campaign to inform consumers about the changes.

Stage 5: Performance evaluation.

At the fifth stage, it is necessary to evaluate the effectiveness of new measures. This will help the owner of the coffee shop to determine whether the establishment has achieved its goals.

Performance evaluation may include the following indicators:

- increase in sales;
- increase in the number of repeat purchases;
- increasing the amount of collected data about consumers;
- improvement of consumer loyalty.

A mobile application should be implemented for this institution. The goal of implementing a mobile application for a coffee shop is to increase sales, attract new customers and increase the loyalty of existing customers.

The target audience of the mobile application is young people aged 18 to 35 who live or work in the city. This audience is active in social networks and uses mobile applications to order goods and services.

A mobile application for a coffee shop is software that will allow visitors to order and pay for products and services via a smartphone or tablet. The application may include such functions as:

1. Menu: view the cafe's menu, including prices, description of goods and services.

The menu of the coffee shop mobile application should be well structured and easy to use. Consumers should easily find the drinks and desserts they are looking for.

The menu can be organized by the following categories:

- coffee and drinks: coffee, tea, juices, cocktails, smoothies, etc.;
- sweets: cakes, pastries, muffins, croissants, etc.;
- dishes: sandwiches, salads, burgers, pizza, etc.;
- other: decaffeinated drinks, snacks, gifts, etc.

In addition, the menu may contain the following items:

1) photos: photos of goods and services will help the guests of the establishment to better understand what they are ordering;

2) description: description of goods and services will help visitors make a choice;

3) prices: prices for goods and services must be clearly indicated;

An example of the menu of the coffee shop mobile application:

I. Coffee and drinks:

- coffee: espresso, Americano, latte, cappuccino, mocha, etc.;
- tea: black tea, green tea, herbal tea, etc.;
- juices: fruit juices, vegetable juices, etc.;
- cocktails: coffee cocktails, alcoholic cocktails, non-alcoholic cocktails, etc.;
- smoothies: fruit smoothies, vegetable smoothies, protein smoothies, etc.

II. Sweets:

- cakes: chocolate cake, lemon cake, fruit cake, etc.;
- cakes: vanilla cake, chocolate cake, fruit cake, etc.;
- cupcakes: chocolate cupcakes, vanilla cupcakes, fruit cupcakes, etc.;
- croissants: chocolate croissants, vanilla croissants, fruit croissants, etc.

III. Dishes:

- sandwiches: with chicken, with fish, with cheese, etc.;
- salads: salad with chicken, salad with fish, salad with cheese, etc.;
- burgers: with chicken, with fish, with cheese, etc.;
- pizza: with chicken, with fish, with cheese, etc.;

IV. Other:

- drinks without caffeine: tea, juices, water, etc.;
- snacks: chips, popcorn, snacks, etc.;
- gifts: certificates, coffee sets, gift boxes, etc.

2. Order: placing an order from the menu, choosing a delivery method or self-delivery.

3. Payment: payment of the order by bank card or other methods.

4. Order Status: Track order status, including delivery or pickup time.

5. Bonus program: accumulation and exchange of bonuses.

The main functions of the mobile application for the coffee shop are:

1) menu: the application menu should be well structured and easy to use. Visitors should easily find the goods and services they are looking for;

2) ordering: the ordering process in the application should be simple and intuitive. Visitors should be able to place an order quickly and easily;

3) payment: the application should offer different payment methods so that visitors to the institution can choose the most convenient option for them;

4) order status: visitors should be able to track the status of their order to know when it will be ready for pickup or delivery;

5) Bonus Program: A bonus program is a good way to encourage repeat purchases.

The application may offer different types of bonuses, such as the accumulation of bonus points or discounts for subsequent visits to the establishment.

In addition to the main functions, a mobile application for a coffee shop can also include the following additional functions:

1. Hours of Operation: Visitors should be able to view the coffee shop's hours of operation to find out when it is open.

2. Contact Information: Visitors should be able to easily find the coffee shop's contact information in order to contact them.

3. News and events: the application can provide visitors with information about news and events that are happening in the coffee shop.

4. Contests and Promotions: The App may offer visitors to participate in contests and promotions to win prizes.

Developing a mobile application for a coffee shop can be a difficult task, so it is important to contact an experienced developer. The following factors must be taken into account when developing an application:

1) target audience: the application must be developed taking into account the needs of the target audience. For example, if a coffee shop is aimed at a young audience, the application should be simple and intuitive.

2) functionality: the application must include all the necessary functions to meet the needs of visitors;

3) design: the application should have a pleasant and modern design;

4) security: the application must be protected from viruses and other malicious programs.

After developing the application, it must be released in the App Store or Google Play. To do this, you need to create a developer account in one of these stores. It may take several days for the application to be released to the App Store or Google Play.

After the release of the application, it is necessary to conduct a marketing campaign to inform the visitors of the institution about its availability. A marketing campaign may include the following measures:

1. Dissemination of information in social networks.

2. Advertising in local mass media.

3. Sending e-mails to consumers.

So, a mobile application for a coffee shop is an effective way to increase sales and loyalty of guests of the establishment. The application allows visitors to quickly and easily order drinks or desserts, track the status of their orders and receive bonuses.

The conducted research showed that it occupies a leading competitive position according to such criteria as the quality of dishes, assortment, interior, location and mode of operation. Such important indicators of competitiveness give a number of advantages to the company in the market of restaurant services.

At the same time, a comparative competitive analysis showed that the level of service (staff work), the price policy of the restaurant and additional services are also at a high level, but they are inferior in these criteria to the main leader of the restaurant services market – the «Aroma Kava» coffee shop. Summarizing the results of the analysis of the influence of external and internal factors, it is necessary to identify a number of strategic directions aimed at intensifying competitive development, among

them:

1. Search for opportunities to reduce costs, in particular, due to more favorable conditions for the supply of raw materials.
2. Formation of a competitive price policy.
3. Improving the quality of staff work by improving the organizational and motivational policy.
4. Search for opportunities to reduce costs.

All this is presented in fig. 2.

In order to reduce production costs, it is necessary to adjust the system of planning and analysis of production costs. In this regard, it is recommended to implement a planning system and cost analysis in the field of the budgeting system.

For budgeting purposes, it is necessary to allocate centers of responsibility in the structure of the enterprise. The budgets of the divisions must be interconnected.

Internal company budgeting is not so much a planning tool as a management technology, the presence of budgeting is considered as an indicator of the quality of management at the enterprise.

For effective budgeting, it is extremely important that the entire budgeting process and its management at the enterprise level should be concentrated in one hand, in one functional structural unit. In restaurants, the executive director and the accounting department must be connected to the budgeting process.

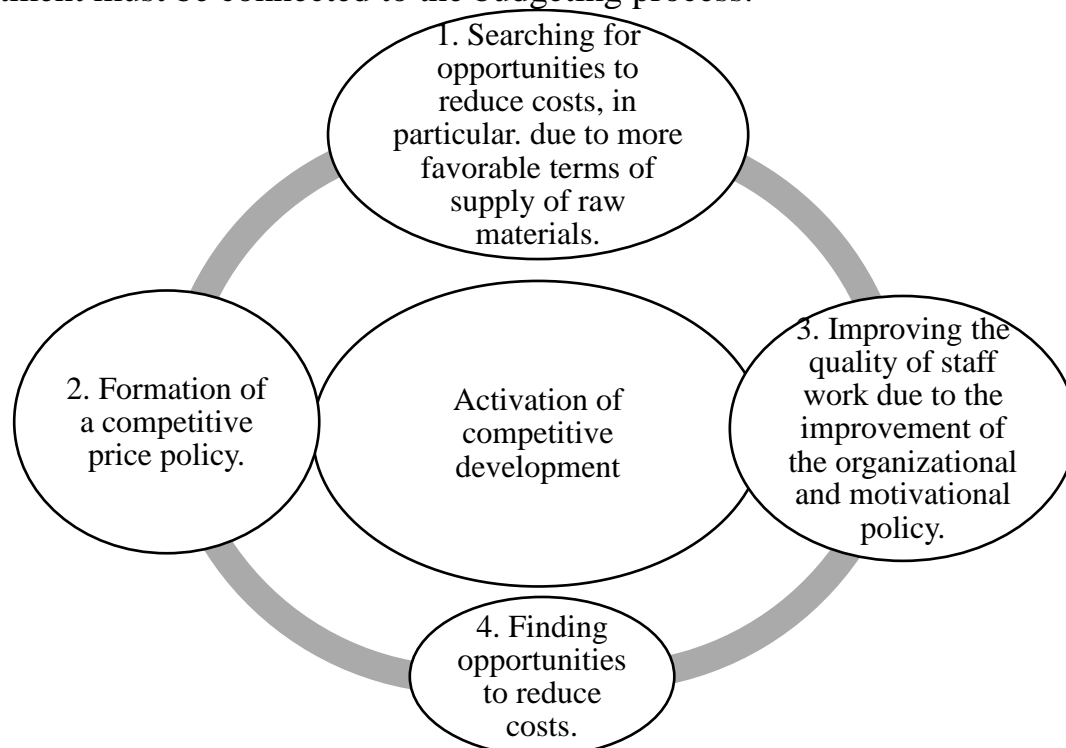


Figure 2 – Directions for activation of competitive development of restaurant establishments

Search for favorable conditions for the supply of raw materials.

Effective purchasing activity of the coffee shop directly depends on the results of activities related to tracking the situation in the supplier market, identifying potential suppliers and comparative analysis with real suppliers.

The performance of this work should not be one-time, but permanent, since the costs associated with the production of restaurant products tend to increase, and new companies appear on the market that can offer more favorable conditions for the supply of raw materials. The generalization of approaches to the comparative analysis of suppliers by their selection allows to highlight the main criteria, in which it is recommended to build a supplier selection system in the institution:

1. Product quality. Refers to the supplier's ability to provide goods and services in accordance with specifications and customer requirements, regardless of whether the product meets the specification.

2. Reliability of the supplier (honesty, responsiveness, commitment, interest in doing business with this company, financial stability, reputation in its field, compliance with previously established supply volumes and delivery terms, etc.).

3. Price. The price must take into account all costs for the purchase of a specific material resource, i.e. transportation, administrative costs, the risk of currency exchange rates, customs duties, etc.

4. Quality of service. It is necessary to observe the opinion about the quality of technical assistance, the attitude of the supplier to the speed of reaction to changing requirements and conditions of supply, to requests for technical assistance, qualifications of service personnel, etc.

5. Terms of payment and the possibility of unscheduled deliveries. Suppliers who offer favorable payment terms (for example, with the possibility of receiving a deferral, credit) and guarantee the possibility of receiving unscheduled deliveries allow you to avoid many supply problems.

Several suppliers may be responsible for this system of established criteria. In this case, there is a need to rank them based on the influence of direct contacts with representatives of suppliers. The final choice of the supplier is made by the decision-maker in the logistics (purchasing) department.

With the help of reducing production costs during the implementation of the system of planning and cost analysis, as well as concluding contracts with more profitable suppliers, it is planned to reduce costs for the cost price of finished products of the restaurant industry in the amount of 3%.

2. Formation of a competitive price policy. The purposeful pricing policy of the restaurant business enterprise is as follows: the formation of prices for services is aimed at capturing a certain share of the market and obtaining the desired amount of profit, taking into account the changing market situation.

The main factors influencing the formation of prices are:

- expenses of the enterprise;
- prices of direct competitors.

At the same time, a restaurant establishment can use the method of sales promotion: the use of various stimulating means that promote purchase.

The following tools can be used in a restaurant:

- discounts on the occasion of the coffee shop's birthday, national or traditional holidays;
- menu optimization (certain sequence of dishes);
- thematic bonuses and gifts, timed to holiday dates;

- guaranteed refund in case of poor food quality and inappropriate service;
- bonus program for each purchase.

The main factor affecting the formation of the price of dishes on the menu is their cost price. The difference between the cost price and the price is the income with which the coffee shop operates.

The customer's finances and ability to pay, desired income and competitor prices are also important factors that determine the price of meals in an establishment.

For a more flexible and competitive price policy of a restaurant establishment, it is necessary to consider and use the following pricing models:

1. Model of an acceptable price. This model is focused on the expectations of the guest. With this model, it is important not only to maximize the price, but also to ensure that the coffee shop has no write-offs, and the turnover allows ordering a certain amount of raw materials. At the same time, it is necessary to understand who exactly is a guest of the coffee shop, because everyone's expectations are different, and the most important thing for the coffee shop is that the price matches these expectations.

2. Quantity discounts. This model is used during promotions. In addition, discounts can be provided from the order amount.

3. The «coffee of the day» model. Periodically, coffee shops need to stimulate sales by setting a lower price for products that have the lowest demand (Voroniuk T. A., 2019).

4. Model of psychological prices. In order to attract the largest number of customers, the coffee shop can periodically (during seasons of reduced demand) create the impression that the price is set at a discount.

With the help of forming a more competitive pricing model, the institution is able to increase turnover by 8%.

3. Improving the quality of staff work by improving the organizational and motivational policy.

As part of improving the professional development of staff and improving the quality of their work in the restaurant industry, the following measures can be proposed:

1. Contribute to the consolidation of young specialists through the «three degrees» program.

2. To ensure the connection of professional training and professional implementation with the help of high motivation of employees to increase personal efficiency and achieve team results with the help of programs «Corporate training», «Competitions of professional skills», «Corporate culture».

Next, we will develop a complete procedure for increasing the competitiveness of a restaurant establishment (Table 2).

Table 2 – Planned measures to increase the competitiveness of the restaurant industry in 2024

Planned events	Conducting time
Development of cost reduction measures	01.02.24-08.02.24
Development of measures aimed at forming a competitive price policy	09.02.24-16.02.24
Development of measures to improve the quality of staff work	17.02.24-24.02.24
Implementation of the developed measures in the activity of the enterprise	25.02.24-26.02.24

Approbation of the developed measures and introduction of changes, adjustment of measures	27.02.24-28.02.24
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Direct costs for the implementation of measures to increase the competitiveness of the restaurant industry are presented in the table 4.

For the development of the above measures, during 2024, one-time expenses related to wages, tax burden on salary and other expenses caused by current activities, which are listed in the table, are required (Table 3).

Table 3 – Costs for the development of measures to increase the competitiveness of the restaurant industry

List of expenditure items	The cost of the expense item, thousand UAH.
Measures designed to reduce costs	72
Measures aimed at forming a competitive price policy	120
Measures to improve the quality of staff work	250
TOGETHER	442

Table 4 – Direct costs for the implementation of measures to increase the competitiveness of the restaurant industry

List of costs for putting new equipment into operation	The cost of the expense item, thousand UAH.
Personnel training costs	78
Salary of the project group	77
Project group's EMS	23
TOGETHER	178

Thus, the costs of implementing the developed measures to increase the competitiveness of the restaurant industry will amount to UAH 620,000 (Voroniuk T. A., 2019).

Thus, the organization bears investment costs in the first month. The initial stage of implementation falls on March 2024, from the 2nd month it is already planned to obtain a positive balance.

Next, we will calculate the indicators of net discounted income (NDI) and net present value (NPV).

Net discounted income is the present value of future income (the difference between income and expenses) minus the expenses of the current period and is calculated according to the formula:

$$NDI = (Dt - 3t) * Kdt, \quad (1)$$

де: Dt – надходження коштів (дохід);

3t – витрати на проєкт.

Net present value is the economic value of the project, calculated by summing up its costs and revenues that it will bring during its operation, and subtracting the first amount from the last, formula:

$$ChPVt = NDI_{tn} \pm ChPV_{tn}, \quad (2)$$

where: NDI_{Tn} – original ЧПБ;

$ChTCTn$ is the current value in a certain period of time. The discount factor is a factor for bringing the economic indicators of different years to a value comparable over time and is calculated according to the formula:

$$Kdt = 1/(1+d)t, \quad (3)$$

where: d is the discount rate.

As of 2023, the refinancing rate is 7.25%. The risk assessment of the project will be 15% per month.

Let's calculate the monthly discount rate:

$$i = (7,25/12) + 0,15 = 0,7542\% = 0,007542$$

$$Kd1 = 1 - 0,007542 = 0,9925;$$

$$Kd2 = 0,9925 - 0,007542 = 0,9849 \text{ etc.}$$

The evaluation of the project to increase the competitiveness of the restaurant industry is presented in Table 5.

Table 5 – Evaluation of the project to increase the competitiveness of the restaurant industry

Periods	Dt	3t	Kdt	Dt*Kdt	3t*Kdt	NDI t	ChTCt
February 2024	0	6243	1,0000	0,00	6242,6	-6242,6	-6242,6
March 2024	8485	5622,59	0,9925	8420,94	5580,2	2840,8	-3401,8
April 2024	9164	6016	0,9841	9017,9	5920,4	3097,5	-304,4
May 2024	9897	6437	0,9757	9656,4	6280,9	3375,5	3071,1
In total	27545,5	24318,7	–	27095,2	24024,1	3071,1	–

$NDIt = ChPVt > 0$, therefore, the project to increase the competitiveness of the restaurant industry is profitable.

Profitability indices characterize the (relative) «project return» on the funds invested in it. The profitability index is calculated according to the following formula:

$$PII = \frac{\sum Dt * Kdt}{\sum 3t * Kdt} \quad (4)$$

$$IP = 27095,2 / 24024,1 = 1,128 > 1.$$

Thus, for every hryvnia invested, we have 1.13 hryvnias of income.

Profitability of the project: $R_s = (1.128 - 1) * 100 = 12.8\% > 0$.

The average profitability in the project is an indicator of the project's efficiency, it characterizes the level of return on costs and the level of use of funds (*Ryabenka M.O., Postova V.V., 2022*).

The average profitability is calculated according to the following formula:

$$R_{sr} = (ID - 1) / N_{doh}, \quad (5)$$

where: N_{doh} is the period in which there is income.

$$R_{sr} = (1.128 - 1) / 6 = 0.043 \text{ or } 4.3\% > 0.$$

As we can see from the calculations, the profitability of the project to increase the competitiveness of the restaurant industry is positive.

The payback period is the period of time required for the income generated by the investment to cover the cost of the investment.

The payback period of the project is determined by the period when the CTS acquires positive dynamics ($CTS \geq 0$). Since then, it is considered that the project has fully paid off.

The payback period of the project will be 3 months from the date of development and implementation of the project, which is less than the estimated period (10 months) (*Voroniuk T. A., 2019*).

Thus, we have evaluated the effectiveness of the project to increase the competitiveness of the restaurant industry according to various indicators, and as a result we will summarize them in Table 6.

Table 6 – Summary table of the evaluation of the effectiveness of the development and implementation of the project to increase the competitiveness of the restaurant industry

Indexes	Actual value	Units of measurement	Normative value
Net discounted income	3375,5	UAH	> 0
Net present value	3071,1	UAH	> 0
Profitability index of private equity	1,13	UAH	1,13 > 1
The average profitability of the project Rpr	12,8	%	12,8% > 0
Payback period	3	month	3 < Tp (10)

Thus, the development and implementation of the project to increase the competitiveness of the restaurant industry has economic efficiency. Its implementation is appropriate and necessary.

Calculations of performance indicators indicate the effectiveness of the project, namely:

1) absolute net discounted income in the amount of UAH 3,375.5 is provided. With good quality indicators, the income per hryvnia of invested funds is 1 hryvnia 13 kopecks. The average annual profitability during the period of service production is 12.8% annually;

2) the invested funds are paid off in 3 months, then the project will work only for the growth of the budget (investor's capitalization) (*Druzhyhina V.V., Sosnovska Yu.R., 2018*).

Therefore, improving the coffee shop's customer loyalty system is an important step for increasing sales and customer loyalty. In order to improve the loyalty system, it is necessary to analyze the existing system, determine the goals and target audience, develop new measures and evaluate the effectiveness of new measures (*Ryabenka M.O., Postova V.V., 2022*).

In addition, it is important to conduct regular research to understand what consumers like and value. This will help this institution adapt the loyalty system to their needs and increase its effectiveness.

3. Development of recommendations for improving methodological aspects of assessing the competitiveness of restaurant establishments.

Evaluating the competitiveness of a coffee shop is a process that allows you to determine how successfully a given coffee shop can compete in the market. This process can be divided into several stages:

1. Collection of information. At the first stage, it is necessary to collect information about the market of coffee shops, as well as about competitors (*Shishko O. S., 2024*). This information may include indicators such as:

- the market size of coffee shops in the city;
- trends in the development of the city coffee shop market;
- the competitive environment of the coffee shop.

2. Analysis of information. At the second stage, it is necessary to analyze the collected information. This will help determine the strengths and weaknesses of the coffee shop, as well as its competitive advantages and disadvantages.

3. Evaluation of the competitiveness of the coffee shop. At the third stage, it is necessary to assess the competitiveness of this coffee shop. For this, you can use such methods as: SWOT analysis; SPACE analysis; portfolio analysis (*Dukhnytskyi B.V., 2016*).

4. Definition of strategy. At the fourth stage, it is necessary to develop a strategy that will help the coffee shop to increase its competitiveness. This strategy may include measures such as:

- expanding the assortment;
- price reduction;
- improvement of service;
- increase in advertising.

5. Implementation of the strategy. At the fifth stage, it is necessary to implement the developed strategy. This will help the coffee shop to increase its competitiveness and gain competitive advantages in the market.

On the basis of conducting theoretical and practical research on the state of competitiveness of coffee shops, summarizing existing problems, the level of potential and innovative activity, it was concluded that in order to increase the efficiency of the operation of coffee shops, it is necessary to carry out a comprehensive assessment and analysis of its competitiveness according to a number of stages (*Dukhnytskyi B.V., 2016*) (Fig. 3).

At the level of strategic, tactical, operational management, coffee shops should take measures aimed at increasing the competitiveness of this institution (*Shmadchenko O.O., Gerashchenko I.O., 2015*) (Fig. 4).

The effectiveness of the evaluation subsystem and the effectiveness of the application of the system of strategic management of the innovative development of industrial enterprises is particularly important when building an innovative strategy – the formation of development goals for a certain period (*Ryabenka M.O., Postova V.V., 2022*).

Estimating the competitiveness of a coffee shop is an important tool for restaurant business management. Thanks to this assessment, coffee shops can determine their strengths and weaknesses, as well as competitive advantages and disadvantages. This will help coffee shops to develop an effective strategy that will allow them to increase their competitiveness and achieve success in the market (*Shmadchenko O.O., Gerashchenko I.O., 2015*).

The formation of a system of measures, decision-making on increasing the competitiveness of a coffee shop is preceded by an assessment of its condition (Fig.5).

In the main, the assessment is not carried out in relation to the activity of the coffee shop as a whole, but specifically to its competitiveness. Choosing a methodology for assessing the feasibility of a coffee shop in the system of managing its competitiveness is an important reference point for increasing the effectiveness of strategic management.

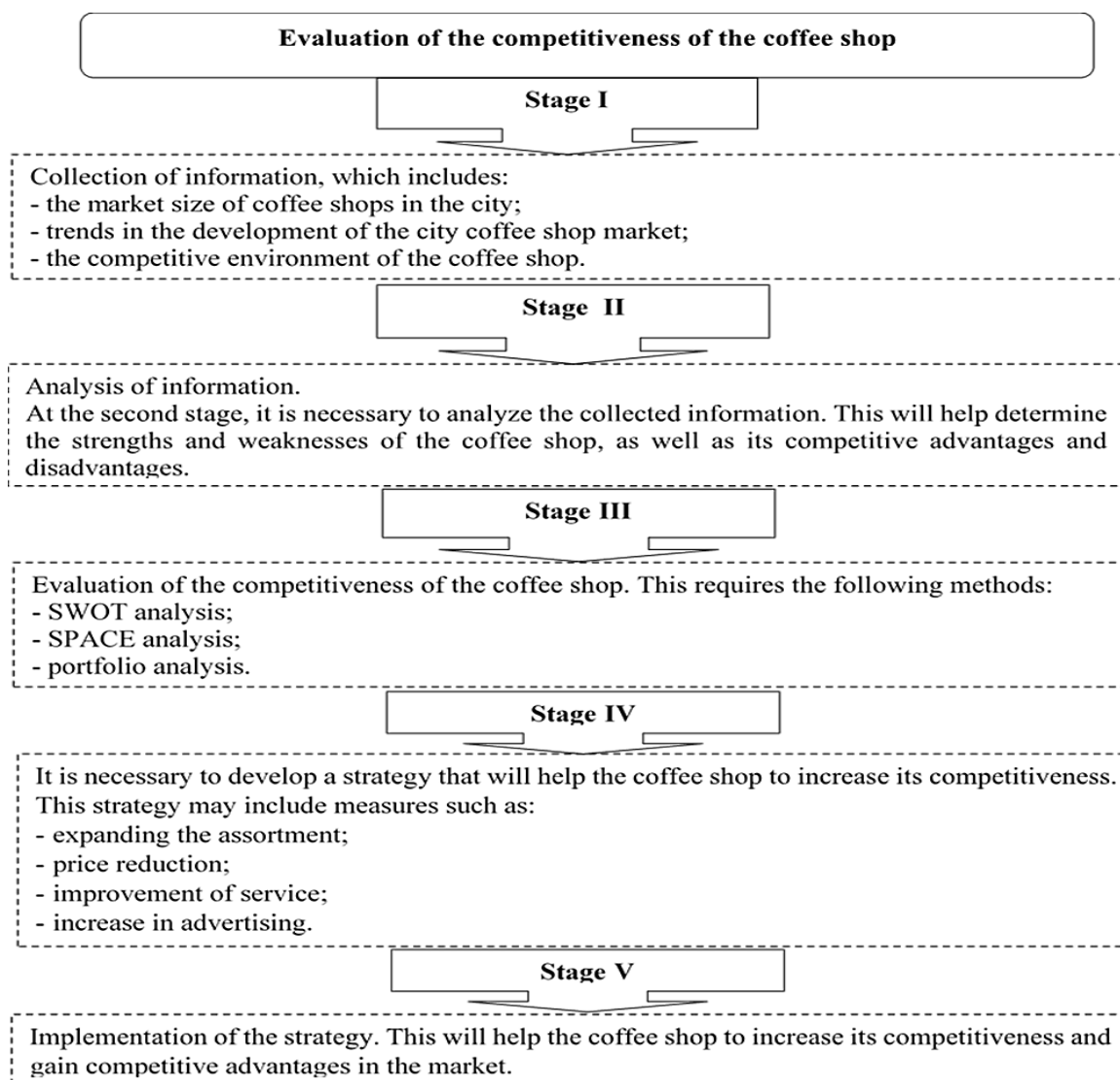


Figure 3 – Scheme of directions for comprehensive evaluation of coffee shop competitiveness

Here are some additional tips for evaluating the competitiveness of a coffee shop:

- assessment must be carried out regularly to take into account changes in the market;
- when evaluating, it is necessary to use different methods to get a more complete picture;
- assessment results must be used to develop an effective strategy.

The activity of the coffee shop can be evaluated by various indicators. These indicators can be divided into several groups:

1. The food cost indicator is an indicator that characterizes the ratio of the cost of food products used to prepare dishes to the total turnover of the establishment. In other words, the food cost shows how much money is spent by the cafe on the purchase of food for the preparation of meals and drinks. Food cost control is an important aspect of managing any coffee shop. By regularly monitoring and controlling food costs, coffee shops can increase their profitability and remain competitive in the market (Shmadchenko O.O., Gerashchenko I.O., 2015).

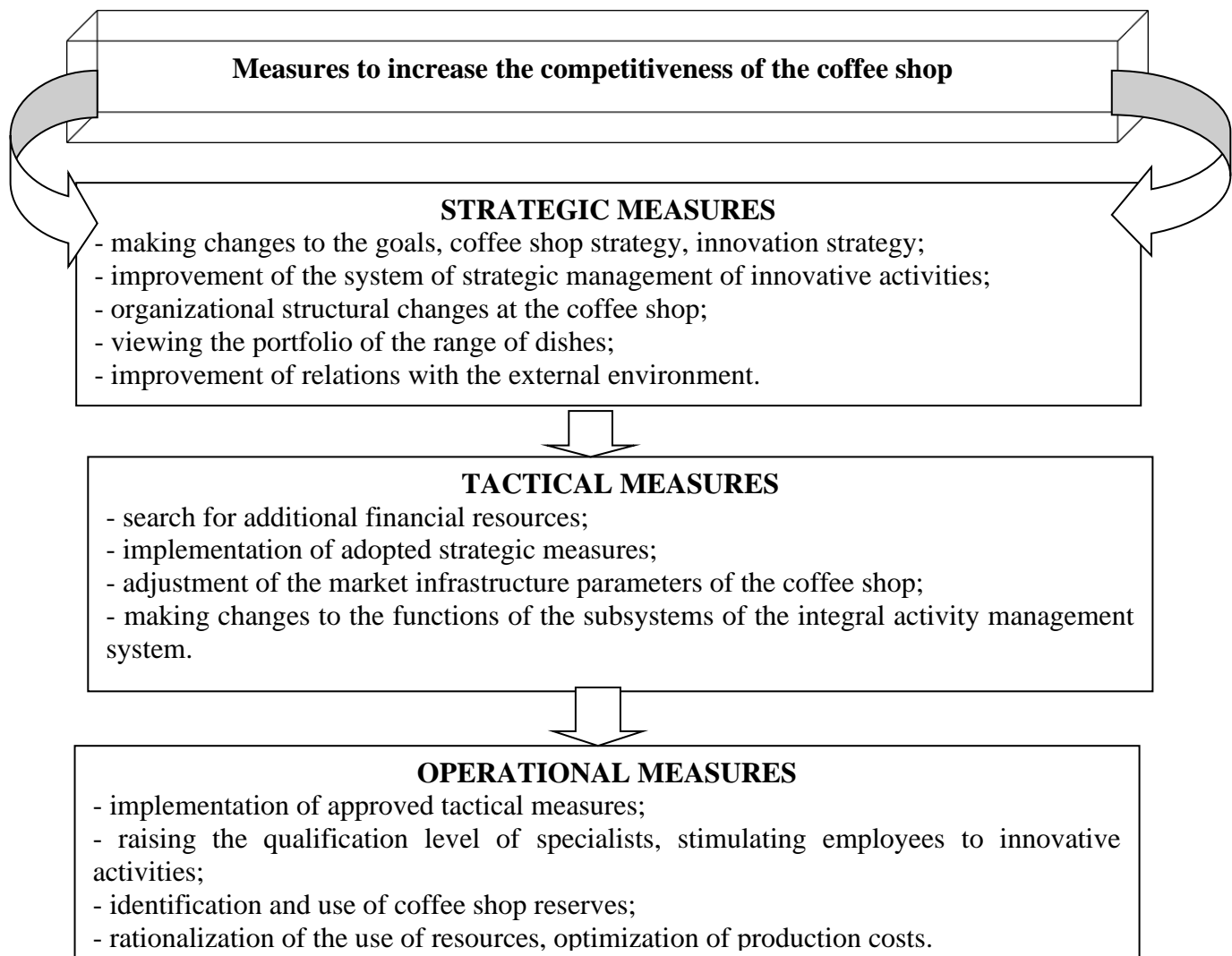


Figure 4 – Measures to increase competitiveness of coffee shop

2. Group of financial indicators:

- revenue;
- profit;
- profitability;
- financial stability.

2. Performance indicators:

- average check;
- service time;
- percentage of repeat visitors.

3. Quality indicators:

- quality of coffee;
- quality of service;
- interior quality.

4. Competitiveness indicators:

- competitive advantage;
- positioning on the market;
- indicators of customer satisfaction;
- customer assessment;
- customer loyalty.

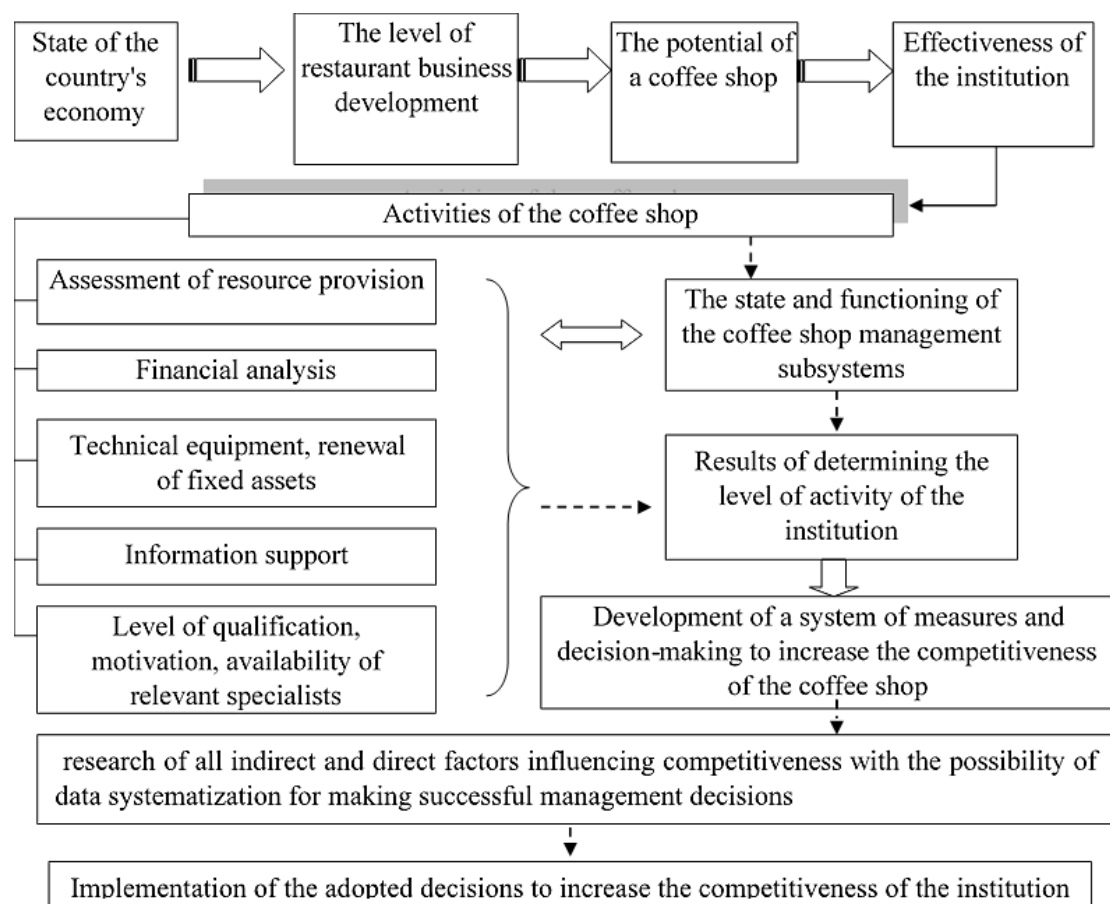


Figure 5 – Sequence diagram for determining the level of competitiveness of a coffee shop

5. Marketing indicators:

- effectiveness of advertising;
- effectiveness of marketing measures.

6. Personnel indicators:

- staff qualification;
- staff morale.

7. Management indicators:

- management efficiency;
- efficiency of resource use.

8. Indicators of innovativeness:

- introduction of innovations;
- innovation potential.

Which indicators to use to evaluate the activity of the coffee shop depends on the specific goals of the evaluation. For example, if a coffee shop seeks to increase its profitability, then the main indicators for evaluation will be financial indicators. If this coffee shop seeks to increase its competitiveness, then the main indicators will be indicators of competitiveness.

It is also important to use a comprehensive approach to the evaluation of the activity (Mazurkevich I.O., Vivsyuk I.O., 2022). The evaluation of the state and effectiveness of the strategic management of innovative activities at the machine-building enterprise can be carried out according to the proposed algorithm (Fig. 6).

This means that it is necessary to consider not only one or several indicators, but all indicators that are important for evaluation. This will help to get a more complete picture of the activity of the coffee shop and to develop effective measures for its improvement.

Therefore, the main directions in which the studied enterprises should improve their activities are quality, as the main factor of customer retention; integration, as a way to reduce the price of coffee drinks and maximally control production processes; social responsibility, as a reaction to modern market requirements and to the concentration of consumers' attention around the country's environmental and social problems.

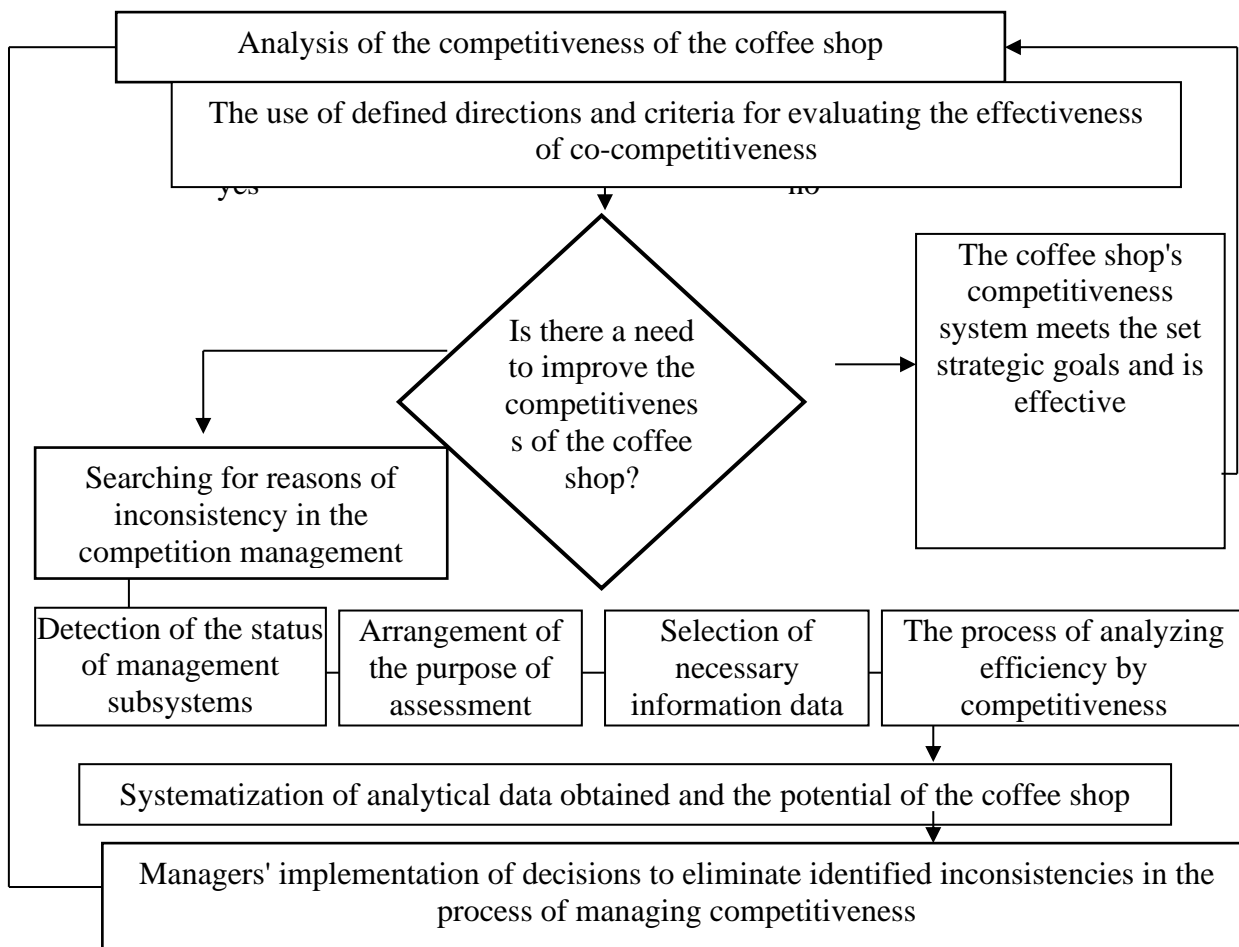


Figure 6 – Algorithm for evaluating the state and effectiveness of strategic management of the competitiveness of a coffee shop

So, the conducted research gives reasons to claim that the basis of the term «competitiveness of restaurant establishments» is based on the main approaches to the general definition of the competitiveness of the enterprise, and approaches to the definition of specific properties of enterprises in the field of restaurant industry. It was determined that the competitiveness of the enterprise should be considered taking into account the factors of competitiveness of products, the potential of the enterprise, industries, regions and the country in general.

Assessment of the state of use of interconnected and interdependent levels is determined primarily by the ability of specific manufacturers to produce competitive

products. Criteria, characteristics and factors of competitiveness dynamics for each of its levels have their own specificity. Depending on the combination of influencing factors, a specific enterprise is characterized by the achieved level and the special nature of the formation of competitiveness.

Conclusion. The competitiveness of a restaurant establishment is ensured by the achievement and development of competitive advantages that arise in the economic, technical, and organizational spheres of the enterprise. Competitive advantages are the results of legal actions to win consumer preferences, which provide the company with an advantage over competitors and which can be measured by economic indicators.

Competitive advantage is comparative, i.e. relative, not absolute, as it can be assessed only by comparing certain characteristics that have an impact on the economic efficiency of selling services. The second characteristic feature of competitive advantage is its ability to be ambiguously influenced by a large number of various factors. Complex efforts are required for a restaurant establishment to achieve competitive advantages. Sometimes they turn out to be insufficient due to the influence of external, uncontrollable factors. After all, the same factors can both strengthen and weaken competitive advantage.

Competitive advantages are characterized by a different level of hierarchy, they can belong to a service in the service sector, an institution, an industry, the economy as a whole, be based on price and non-price factors, be long-term and short-term, stable and unstable, unique and imitated, etc.

The assessment of the level of competitiveness of the enterprise should contribute to:

- justification of management decisions: determination of measures to increase production efficiency, modernization of technologies, development of the latest marketing tools, personnel stimulation, financing of material, informational, innovative and organizational support;

- development of management measures to optimize costs, increase customer orientation, focus on a specific market segment;

- develop measures to increase competitive advantages: development of innovations, introduction of value-competency approaches to strengthening strategic advantages, customer loyalty, preventive actions regarding dangerous actions of competitors, development of a program for the development of new market segments, attraction of investments;

- the security of the enterprise, its adaptation to changes in the economic space, which as a result gives victory in the competition for the consumer and sales markets.

Evaluating the competitiveness of a coffee shop is an important tool for managing its business. Thanks to this assessment, the coffee shop can determine its strengths and weaknesses, as well as competitive advantages and disadvantages. This will help the coffee shop to develop an effective strategy that will allow it to increase its competitiveness and achieve success in the market.

It was established that the evaluation of the competitiveness of the coffee shop can be carried out using high indicators. These indicators can be divided into several groups, among which special attention should be paid to coffee quality indicators, service and competitiveness indicators: competitive advantage, market positioning, customer satisfaction indicators, customer evaluation, customer loyalty.

The choice of certain indicators of competitiveness to evaluate the activity of a coffee shop depends on specific goals. For example, if a coffee shop seeks to increase its profitability, then the main indicators for evaluation will be financial indicators. If this coffee shop seeks to increase its competitiveness, then the main indicators will be indicators of competitiveness. It is also important to use a comprehensive approach to the assessment of coffee shop activity. This means that it is necessary to consider not only one or several indicators, but all indicators that are a place for evaluation. This will help to get a more complete picture of the coffee shop's activities and develop effective measures for its improvement.

The implementation of all the proposed measures allows the coffee shop to strengthen its competitive position on the market and achieve success in business.

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