

UDC 338:24:640:41(045)

DOI <https://doi.org/10.32782/2521-6643-2024-2-68.18>

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FEATURES OF MANAGEMENT OF OPERATIONAL ACTIVITIES OF RESTAURANT ENTERPRISES

The article reveals the essence of managing the operational activities of a restaurant business enterprise. The functions of production management at the restaurant business enterprise were considered. The condition and evaluation of the operational efficiency of the restaurant enterprise was analyzed. The main indicators characterizing the production capacity of the operating system at the enterprises of the restaurant industry were established. Indicators that increase the efficiency of the use of production facilities and indicators that characterize the organizational and technical level of production are systematized. Production efficiency indicators were formed into general groups. On the basis of the research, it was found that different both foreign and domestic scientists form certain groups of indicators in their scientific research. It has been proven that operational management requires measurement indicators of such factors as: product quality; innovations; costs; speed of processes; flexibility. The main factors affecting the level of satisfaction of the needs of consumers of restaurant products are considered. The directions for improving the features and a comprehensive approach to the effectiveness of management of the operational activities of the restaurant business have been defined and substantiated. On the basis of this study, it was determined that it is appropriate to accept the profitability of the enterprise's operational activity as the largest generalizing indicator of the efficiency of the enterprise's operational activity. The essence of managing the operational activities of a restaurant is to ensure the effective functioning of all aspects of the business related to its daily activities. The main aspects of this management include: processes and operations; product and service quality; HR; financial management; risk and security management; strategic planning and business development. These aspects help to ensure efficient and stable operation of the restaurant, ensuring that customer needs are met, costs are optimized and business goals are achieved.

Key words: management efficiency, comprehensive approach, operational activity, management, restaurant business enterprise.

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Кучер М. М., Стеблюк Н. Ф., Гапоненко С. О., Разінькова М. Ю., Пансуй К. О. Особливості управління операційною діяльністю підприємства ресторанного господарства

У статті розкрито сутність управління операційною діяльністю підприємства ресторанного господарства. Розглянуто функції управління виробництвом на підприємстві ресторанного господарства. Проаналізовано стан та проведено оцінку ефективності операційної діяльності ресторанного підприємства. Встановлено основні показники, що характеризують виробничу потужність операційної системи на підприємствах ресторанного господарства. Систематизовано показники, що підвищують ефективність використання виробничих потужностей та показники, що характеризують організаційно-технічний рівень виробництва. Сформовано групи показників ефективності виробництва. Доведено, що для оперативного управління закладом ресторанного господарства необхідні показники вимірювання таких факторів, як: якість продукції; інновації; витрати; швидкість процесів; гнучкість. Розглянуто основні фактори, що впливають на рівень задоволення потреб споживачів продукції ресторанного господарства. Визначено та обґрунтовано напрямки підвищення ефективності управління операційною діяльністю підприємства ресторанного господарства. Визначено, що найбільш узагальнюючим показником ефективності операційної діяльності ресторанного підприємства доцільно вважати рентабельність його операційної діяльності. Сутність управління операційною діяльністю ресторану полягає в забезпеченні ефективного функціонування всіх аспектів бізнесу, пов'язаних з його повсякденною діяльністю. Основні аспекти такого управління включають в себе: процеси та операції; якість продукції і сервісу; управління персоналом; фінансове управління; управління ризиками та безпекою; стратегічне планування та розвиток бізнесу. Ці аспекти допомагають забезпечити ефективне та стабільне функціонування ресторану, забезпечуючи задоволення потреб клієнтів, оптимізацію витрат і досягнення бізнес-цілей.

Ключові слова: ефективність управління, комплексний підхід, операційна діяльність, менеджмент, підприємство ресторанного господарства.

Formulation of the problem. The problem of the effectiveness of management of the operational activities of restaurant enterprises is becoming increasingly acute, as customers expect better quality service with each visit to a restaurant. Restaurant operational management problems can arise for a variety of reasons, and solving them can require a comprehensive approach.

The solution to these problems usually includes analyzing current processes, improving management systems, improving the quality of personnel, optimizing costs, and developing strategies for attracting customers. It is also important to constantly monitor changes in the market and implement new technologies and management approaches.

Analysis of the latest research. The work of many scientists is devoted to the question of the operational activity of the enterprise, namely: I. Babii [2], O. Davydova [1], A. Usina [1], I. Segeda [1], S. Kravtsov [3], V. Naumchuk [5], T. Stadniuk [5], T. Petrushka [7], O. Yemelyanov [7], O. Kurylo [7] and others. However, there are not enough scientific works that consider the problems and features of operational management in the restaurant business.

The purpose of the article. The purpose of the scientific research is to justify directions for improving the features of management of the operational activities of the restaurant business through the use of various management levers.

Presenting main material. In order to ensure the effective operational activity of the enterprise, it is important to create an effective organizational and economic mechanism for its management. The organizational and economic mechanism of enterprise management is a system of methods, tools, procedures and principles used by the management to achieve the set goals, effective functioning of the enterprise and optimization of its resources. The organizational and economic mechanism aims to ensure the efficient use of the company's resources and its competitiveness on the market. Let's consider in more detail the functions of production management at a restaurant enterprise, the characteristics of which are given in table 1.

Analysis of the state and evaluation of the efficiency of the enterprise's operational activity is carried out in order to identify reserves, improve the organization of the production process, and increase the efficiency of the enterprise's operational activity.

Having conducted an analysis of literary sources on the issue of determining the indicators characterizing the operational activity of the enterprise, it was found that different authors present these indicators in different ways. Therefore, we will present our own system of indicators.

The operator's activity (main production) can be characterized with the help of the following indicators: the efficiency of the use of production capacity; organizational and technical level of production; production process; production efficiency. Indicators characterizing the production capacity of the operating system are given in table 2.

The level of utilization of the production capacity of the enterprise characterizes the measure of practical use of the production potential possessed by the enterprise [4].

The increase in the efficiency of the use of production facilities is ensured due to: improving the use of the equipment park; improvement of the use of the fund of time of operation of the equipment unit, including reduction of downtimes, reduction of time for scheduled repairs; increasing the productivity of the equipment [5; 7].

Indicators characterizing the organizational and technical level of production, namely: the production structure of the enterprise, the management structure, the level of concentration and specialization of production, the technical and energetic armament of labor, the degree of mechanization and automation, the progressiveness of technological processes are given in table 3 [8].

Table 1

Characteristics of restaurant production management functions

| Function | Aim | Peculiarities |
|--------------------------|---|--|
| Planning | Justification of the division's production program for the year, quarter, etc.; Calculation of the need for personnel; Justification of expenses | Variety of planning areas: product production planning; planning of the activities of divisions; product sales planning; operational calendar planning; resource planning; product renewal planning [11] |
| Organisation | The main goal is to provide production with all the necessary materials and the following continuous observation of the movement in the course of their production. | At the inter-shop level, the organization of shop work is reduced to: provision of workshops with appropriate technological documentation; provision of workshops with raw materials, materials, semi-finished products; ensuring timely repair of equipment in accordance with the schedule of planned and preventive repairs, inter-shop maintenance, etc. |
| Control points | Detection of deviations from established norms | Fulfillment of production control requirements. |
| Regulation of production | Implementation of the process of development and implementation of solutions | Implementation of the operational regulation process |

Source: [1; 3]

Table 2

Indicators characterizing production capacity

| Indicator | Formula | Marking |
|--|---|---|
| Practical production capacity, natural unit per hour | $M_n = q_\phi \cdot N \cdot T_m^\phi$ | q_ϕ – maximal real productivity of equipment, natural unit per hour N – the number of devices working in parallel in one technological line, pcs T_m^ϕ – actual use of the time fund of working equipment, time |
| Economic production capacity, natural unit per hour | $M_s = q_\phi \cdot N \cdot T_m$ | T_m – annual equipment operating time fund, time |
| Hourly productivity of the equipment, natural unit per hour | $q = \frac{Q \cdot C_u}{t_u \cdot 100}$ | Q – raw materials used, natural unit per hour C_u – the degree of use of the substance contained in the raw material, %; t_u – duration of the technological cycle, hours. |
| The total production capacity of the enterprise, in monetary terms, million UAH | $M_c = \sum_{j=1}^m M^j \cdot \Pi$ | M^j – economic production capacity of the enterprise for one type of product, natural unit Π – the enterprise's wholesale price per unit of the j th type of product, UAH/natural unit |
| The level of utilization of the production capacity of the enterprise, % | $K_M = \frac{Q_\phi}{M_s} \cdot 100\%$ | Q_ϕ – the actual volume of product production, natural unit |
| The level of use of the hourly productivity of the equipment, % | $K_n = \frac{q_\phi}{q_n} \cdot 100\%$ | q_n, q_ϕ – the passport hourly productivity of the equipment has actually been achieved, natural unit per hour |
| The degree of utilization of the maximum possible equipment operating time fund, % | $K_t = \frac{T_\phi}{T_s} \cdot 100\%$ | T_ϕ – the actual operating time of the equipment for the year, hours T_s – equipment operating time fund included in the calculation, hours |
| The degree of use of the set number of units, % | $K_k = \frac{N_{cp}}{N} \cdot 100\%$ | N_{cp} – average annual actual number of units, units N – the number of units included in the production capacity calculation, units |

Sources: created by author [1; 8]

Table 3

Indicators characterizing the organizational and technical level of production

| Indicator | Formula | Marking |
|---|---|--|
| Labor capital, UAH/person | $\Phi_{O3} = \frac{C_{o.\phi}}{Ч}$ | $C_{o.\phi}$ – average annual cost of fixed assets, UAH $Ч$ – average number of staff, people |
| Electrical equipment of labor, kWh / person | $E_n = \frac{E}{F_{\text{факт}}}$ | E – the amount of energy consumed during the year, kWh / year; $F_{\text{факт}}$ – actual worked time per year, person-hours / year |
| The specific weight of the active part in the total cost of the fixed assets, % | $\alpha_{a.n.\phi} = \frac{C_{a.o.\phi}}{C_{o.\phi}}$ | $C_{a.o.\phi}$ – active part of fixed assets, UAH |
| The fate of specialized production, % | $d_{cn} = \frac{B_c}{B_o} \cdot 100\%$ | B_c – production volume, UAH; B_o – total volume of production, UAH |
| Coefficient of cooperation | $K_{\text{кооп}} = \frac{B_{\text{пок}}}{3B_{\text{мес}}}$ | $B_{\text{пок}}$ – the cost of purchased semi-finished products, UAH; $3B_{\text{мес}}$ – total production costs, UAH |
| Coefficient of rationality of moving objects of work | $K_{n.n} = \frac{Q_n}{Q_3}$ | Q_n – volume of work on flow lines, man-hours; Q_3 – total volume of work, man-hours |
| The degree of use of production equipment | $K_{e.y} = \frac{\sum_1^n Q_{\phi} \cdot T_{\phi}}{\sum_1^n Q_n \cdot T_n}$ | Q_n, Q_{ϕ} – passport (design), actual equipment productivity, pcs/hour T_{ϕ} – actual time of robot equipment, hours; T_n – nominal operating fund of the equipment, h. |

Source: [8]

Measuring the operational efficiency of restaurant enterprises is calculated using indicators. The analysis of domestic and foreign scientific studies showed that it is best to form all indicators of the enterprise into certain groups [6; 9]. Also, one of the indicators characterizing the efficiency of operational activity is the profitability of production (table 4).

Table 4

Production efficiency indicators

| Indicator | Formula | Marking |
|--------------------------------|---|--|
| Fund return, UAH/UAH | $\Phi_{\phi} = \frac{B\Pi}{O\Phi_{\text{cep}}}$ | $B\Pi$ – gross output, UAH; $O\Phi_{\text{cep}}$ – average annual cost of fixed assets, UAH |
| Capital capacity, UAH/UAH | $\Phi_{\text{м}} = \frac{1}{\Phi_{\phi}} = \frac{O\Phi_{\text{cep}}}{B\Pi}$ | $\Phi_{\text{м}}$ – fund return, UAH / UAH |
| Labor productivity, UAH/person | $\Pi\Pi\Pi = \frac{B\Pi}{Ч}$ | $Ч$ – average number of employees, persons |
| Material capacity, UAH/UAH | $M_{\text{м}} = \frac{MБ}{B\Pi}$ | $MБ$ – direct material costs, UAH |
| Profitability of production, % | $P_{\phi} = \frac{\Pi_p}{B_{\text{вир}} + B_p}$ | Π_p – profit from sales, UAH; $B_{\text{вир}}$ – production costs, UAH; B_p – costs for the sale of products, UAH; |
| Total profitability, % | $P_3 = \frac{\Pi}{O\Phi_{\text{cep}} + OK_{\text{cep}}}$ | Π – amount of profit, UAH; OK_{cep} – average annual balances of working capital, UAH |

Sources: [1; 2]

Measures of operational effectiveness and efficiency are often indicators of ultimate success or failure, but do not provide clear guidance to management about what to do if unplanned changes occur. Non-financial indicators of effective activity are necessary for operational management of the enterprise at the level of lower and middle managers. At the highest level of the company's management, more attention should be paid to financial performance indicators, which are criteria for the final results of the company's work. For operational management,

indicators of measurement of such factors as: product quality are necessary; innovations; costs; speed of processes; flexibility[10].

All these factors affect the level of satisfaction of the needs of consumers of restaurant products and determine the competitiveness, and therefore the survival of the enterprise on the market. Of course, all these indicators must be achieved under the condition of obtaining a sufficient level of profit or at least covering costs, depending on the strategic objectives of the enterprise, which determines the purpose of the enterprise's activities. Therefore, the company should systematically and regularly collect information on direct and indirect indicators of the degree of consumer satisfaction.

The factors listed above affect the degree of satisfaction of the needs of the service sector. All of them are interconnected and can be measured by the following indicators: product quality – the number of complaints in relation to the volume of product sales; innovations – the number of new products over a period of time; the speed of processes – the time that passes from placing an order to its execution; flexibility – by the number of types of products that use the same nodes and parts for their production.

This, of course, is not a complete list of indicators. They will differ in different enterprises. However, they should provide an adequate assessment of effectiveness. These figures should be considered in comparison with the figures of past periods or with the best figures in the industry, if such information is available. The use of non-financial indicators of the company's effective activity shifts the emphasis to business processes and determines the search for better work methods.

Consideration of all the above indicators makes it possible to identify the main components of the formulas that are most often used in the calculation of various indicators characterizing the efficiency of the company's operational activities for various market subjects. Most of them are one way or another related to the profit of the enterprise (total amount, profit from product sales, net profit).

Conclusions. Management of operational activities includes planning and coordination of the use of enterprise resources in the process of transforming them into the final product, comprehensive control and regulation of the production process. To achieve competitiveness, it is necessary to use production management tools and methods to ensure its efficiency. During the analysis of the research, the indicators characterizing the management of the company's operational activities were comprehensively considered. In the course of the research, indicators characterizing the management of the company's operational activities were comprehensively considered, namely indicators of production capacity, production process, organizational and technical level, production efficiency and general economic indicators. To ensure the effectiveness of the organizational and economic mechanism of effective operational activity of the enterprise, it is necessary to implement a controlling system. To assess the efficiency of the enterprise, it is necessary to use a system of indicators, which can be used to make such an assessment.

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