

FORMATION OF COMPETITIVE STRATEGY

OF RESTAURANT BUSINESS
ENTERPRISES

The Monograph

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FORMATION OF COMPETITIVE STRATEGY OF RESTAURANT BUSINESS ENTERPRISES

The Monograph

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INTRODUCTION

The current period of structural and innovative development of the Ukraine`s economy is characterized by volatility of the environment and aggravation of competition. In such circumstances, the competitive sustainability and long-term development of restaurant businesses are determined by the ability to create and retain consumer value that generates competitive advantage. Awareness of these circumstances has led to the intensification of the scientific interest of researchers in the problem of forming a specific content and sequence of implementation of the competitive strategy of the restaurant business.

Development of theory and methodology of forming of competitive strategy is covered in works of domestic and foreign scientists economists: H. Azoiev, I. Ansoff, L. Balabanova, Z. Bandura, R. Brukhanskyi, Ye. Beltiukov, I. Bozhydai, O. Vykhanskyi, T. Zahorna, Yu. Ivanov, B. Karloff, R. Kvasnytska, I. Koshelupov, J. Lamben, N. Lepa, Donald R. Lemann, M. Porter, B. Raian, A.J. Striklend, A. Tompson, R. Fatkhutdinov, Kh. Fridah, B. Fishchuk, M. Chorna, V. Shvets etc. Various theoretic and methodical aspects of forming of competitive strategy of restaurant business enterprises is a subject of active scientific discussion among domestic researchers: T. Androsova, N. Vlasova, M. Hinda, V. Hrosul, V. Zhdanova, K. Elliott, A.Karuan, N. Krasnokutska, O. Kruhlova, N. Lepetiukha, N. Mitsenko, V. Nadtochyi, M. Naumenko, D. Prykhodko, H. Piatnytska, S. Tkachova, V. Sharko, etc.

Therewith, the study of published works and practices of business activity indicate a lack of coverage of fundamentally important issues related to theoretical and methodological support for the formation of a competitive strategy of restaurants, the use of modern methods of assessing the level of realization of competitive potential, assessing the level of consumer loyalty to the restaurant business. farms, determining the type of competitive behavior. The experience gained in formulation of a competitive strategy is most often associated with the activities of manufacturing or trading enterprises, which makes it impossible to use it without proper adjustment and taking into account the industry specificity of domestic restaurant enterprises..

The monograph is devoted to the scientific substantiation of theoretical and methodical provisions, the development of scientific and practical recommendations for the formation of competitive strategy of restaurants.

CHAPTER 1.

THEORETICAL BASIS OF FORMING COMPETITION STRATEGY OF RESTAURANT BUSINESS ENTERPRISES

1.1. The essence of competitive strategy and its place in the system of basic concepts of competition theory

The rapid transformation of the conditions of functioning of enterprises in the market, the widespread use of consumer-oriented approach in the production, sale of products and provision of services, shortening the life cycle of goods and services are making the issue of formation of an effective competitive strategy, which would be aimed at improving the competitiveness of enterprises, benefits and support of a competitive position in a particular market segment relevant.

Theoretical and practical aspects of formation of competitive strategy are widely covered in the writings of domestic and foreign scientists-economists, including: H. Azoiev [7], I. Ansoff [12], V. Androsova, N. Vlasova, O. Kruhlova, N. Mykhailova [36], K. Bohomolovoi [23], I. Bozhydai [24], V. Hrosul [51], T. Zahorna [72], Yu. Ivanov [73], I. Kyrchata, H. Poiasnyk [97], M. Porter [161; 258], Dzh. OShonessy [144], H. Piatnytska [151], A. Tompson [192], S. Tkachova [191], I. Tiukha [191], H. Khamel [199], M. Chorna [204], O. Shpytiak [212], etc. Therewith, despite the diverse focus of publications of theoretical and methodical and applied orientation, in the economic literature the understanding and application of the conceptual apparatus of competition theory is ambiguous and has a controversial nature, which complicates the practical issues of forming an effective competitive strategy and its implementation.

To formulate an effective competitive strategy for business entities, it is first of all necessary to have a clear understanding of the essence of its basic concept - "competition".

Conducted theoretical studies suggest that in economic science there is no accurate information as to when and which author first introduced the concept of

"competition", but the first most comprehensive theoretical provisions on the driving forces of competition appeared only in the XVIII century. [248; 252 parts; 263; 267].

The "competition" concept and its content have been considered at different times by representatives of different economic schools. For the first time, the concept of competition as a rivalry between economic entities was introduced in the work of A. Smith, *A Study on the Nature and Causes of the Wealth of Nations* [267], in which a prominent economist proved that the so-called "invisible hand of the market", by equating profit margins, leads to an optimal distribution of labor and capital, thereby balancing the private interests of owners and overall economic efficiency. Further development of the theory of absolute superiority by A. Smith was carried out by D. Ricardo in the work "The beginnings of political economy and taxation" [263], developing the theory of relative advantage, according to which market forces are independently directing resources in the direction where they will be used most productively.

Instead, J.S. Mill, in his work, *Fundamentals of Political Economy*, [252] did not define competition as a law establishing rules for regulating society. The scientist stated that competition does not have unlimited power on all sides of society, contrasting it with the so-called "custom", according to which the rivalry that arises in a competitive environment can destroy the existing society and class ties in it. Thus, J.C. Mill took a step back in the formation of the theory of competition, not understanding the need to develop competitive relationships and their impact on the market.

Neoclassical School of Political Economy at the End of the Nineteenth Century introduced the effect of perfect competition on the price system directly through A. Marshall's neoclassical concepts, as expressed in *The Fundamentals of Economic Science* [248], where the mechanism of establishing equilibrium in the market through perfect competition and the operation of marginal utility laws is more fully substantiated.

However, critics of the perfect competition model I. Schumpeter [214] and F. A. Hayek [239] pointed to elements of monopoly that permeated the economy and

were not reflected in the existing concept. The most fundamental contradiction, in their view, was that the economic concept of perfect competition was not able to reflect the deep essence of competition, neglected the dynamics of competitive activity and ignored the importance of a temporary factor. It is worth noting that these scientists were the first (at the beginning of the twentieth century) to focus on the importance of innovation and information in the formation of a competitive environment, according to which successful in the market were those entities that fully possessed these necessary in the competition tools..

M. Porter made a significant contribution to the development of competition theory [161; 258] proposing a new model of enterprise competitiveness formation based on the 5 developed competitive forces and presented the main competitive strategies that can be achieved through the acquisition and development of competitive advantages. The theory of the American scientist was a peculiar discovery, because until then (at the beginning of the 1980's) no detailed assessment of the competitive environment was offered.

Further development of the theory of competition was formed in the general conception of its main driving forces, which resulted in the creation of four classic models: perfect (pure), monopolistic, oligopolistic competition and pure monopoly, which have not lost their relevance today.

Summarizing the results of the study of the essence of the concept of "competition" allowed to systematize the stages of development of the theory of competition (Appendix A, Fig. A.1). According to the results of the analysis, it can be stated that the substantive load of the concept of "competition" over time has undergone some transformational changes and, if at the stage of emergence of competition, competition was considered, first of all, as a strife for limited resources for the greatest needs (behavioral approach), then over time the emphasis of research of scientists has shifted to the plane of research of structural elements of the market (structural approach), methods and results of conducting competitive struggle by introduction of innovations (functional approach).

In Ukraine recognition of competition and understanding of competitive principles took place at the beginning of twentieth century. However, the change of political emphasis towards the creation of state monopolies in 1917 led to the cessation of theoretical studies of the market and competition. Only from the second half of the 70`s due to the formation of a fundamentally new approach to the functioning of the economic mechanism, scientific research on competition issues is renewed.

Actually, after Ukraine became an independent state, the process of creating legislation was started, which aimed to provide proper protection of competition to domestic enterprises and foreign economic entities. In 1993, the Antimonopoly Committee of Ukraine was established [145], the purpose of which is to ensure state protection of competition in business activities. The next stage in the development of competitive relations was the adoption of the Constitution of Ukraine on 28th June 1996, Article 42 of which indicates the obligations of the state to protect competition and prevent abuse of monopoly status [105].

In the domestic scientific space, increased interest in the study of "competition" is observed in the period of market transformation processes. In the early 1990s, Ukraine was one of many countries that began to create a new system of competition law to accelerate the transition from a planned to a market economy. At the same time, the process of forming a competitive environment in accordance with international standards was complicated by the presence of a considerable number of problems related to the lack of practical experience of competition in Ukraine. Researchers have mainly focused on justifying the applied importance of competition in establishing strategic vectors for enterprise development.

2013 was a time of severe political and economic upheaval for Ukraine, the consequences of which are still felt [145]. This has undoubtedly influenced the formation of competition at the state, regional and sectoral levels. As such, Ukraine's competition law is in its infancy and development stage nowadays. A number of regulations are abolished, others are amended and supplemented, concepts of new regulations are being developed.

The study of economic literature and the generalization of the results of the study of the essence of the concept of "competition" (Appendix A, table. A.1) made it possible to point out that each scientist considers competition from a certain point of view with emphasis on those or other aspects of the activity of the enterprise, on the one hand. reflects the breadth of the research plane, on the other hand, testifies to the complexity and multidimensionality of the concept of "competition" itself.

Based on the results of the theoretical study, it can be argued that in the economic literature, "competition" is most often associated with the competition of market actors for greater benefits and advantages. Undoubtedly, the result of the competition is to gain a winning position in a particular market, which, as it is quite appropriately pointed out by A.S. Spitak "... is characteristic of a particular point in time in a particular market and under certain conditions among entities that intend to gain a winning competitive position and have sufficient resources to admit to competition (involved in competition)" [212, p. 422].

Noteworthy are the positions of scientists, according to which "competition" is characterized as the struggle for the most favorable conditions for the production, purchase and sale of goods [7; 109; 127], which provides the highest economic results compared to competitors; the struggle for the solvent demand of consumers [72; 162], which allows to produce and sell such products and services for which the consumer is "willing" to pay. Noteworthy is the approach according to which the essence of competition is seen as struggle, limited volume and the most effective conditions and results of investment [97; 124; 127; 168; 202; 244], the result of this struggle is, for example, the determination of the positions of investment attractiveness of economic entities.

Thus, the interpretation of the essence of the concept of "competition" through the behavioral aspect, binds it to the struggle (competition, strife) of market players for economic benefits, solvent demand (consumer money), which, accordingly, focuses attention on such features as conflict of interests between subjects, which is usually manifested in their desire to be more successful than others [261, p. 11]. In turn, recognition of the conflicting nature of competition necessitates the

determination of certain market behavior. At the same time, the market (its structure and conditions) determine the parameters of behavior of business entities.

In this regard, a structural approach to defining the essence of the concept of "competition", according to which "competition as a form of antagonistic confrontation of market entities is not capable of long-term existence, and its research should not be limited to simple identification of winners, is quite reasonable in our view." [109; 119; 220], because competition reflects the relationships between business entities in a particular target market at specific times, the essence of which is an effort to achieve better performance than other market participants, similar in specialization and function. In the structural approach, the focus is not on the struggle between economic entities, but on the analysis of the market structure and its conditions. Against this background, the concept of "competition" is relevant to a particular target market and a certain period of time, until the competitive conditions of the market remain unchanged. In this aspect, we support the position that "... competition is a constructive interaction, coexistence of economic relations" [23, p. 149]. The principles of the structural approach correspond to A. M. Brandenburger and B.J. Nailbaff's [28] theory of "co-opetition" and F. Moore's theory of "entrepreneurial ecosystems" [254]. The essence of co-competition is that previously competing companies are taking joint steps to achieve any goal. That is, competition is a form of interaction that is predominantly short-term, aimed at achieving a goal that is equally important to all participants [127]. According to the theory of "entrepreneurial ecosystems" the entrepreneurial environment is compared with the environment of wildlife (ecosystem), in which not only the struggle but also the interconnection and cooperation take place [254, p.46].

In the process of researching the essence of the concept of "competition", a functional approach to its interpretation was revealed, the main purpose of which is to show the role of competition in a changing economy [216, p. 176-199], in which the object of competition becomes not so much the study of the competitive behavior of subjects in the market, but the definition of the functions of competition, its consequences for the economy of a particular market or the country as a whole [16, p.

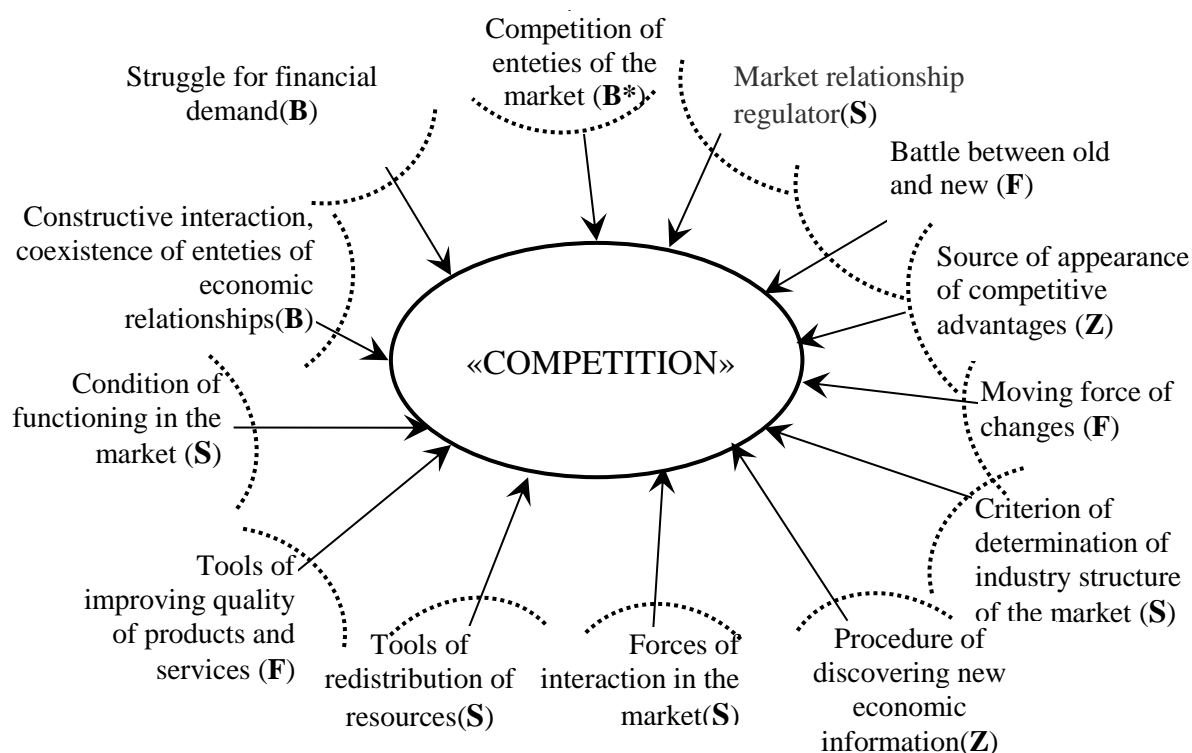
9]. In this aspect, the view that competition is regarded as "... a mechanism used to ensure the efficient organization and functioning of the economic system" [143] is noteworthy. Within the functional approach, competition is seen as an element of the market mechanism, the main driving force of economic development, the struggle of the old with the new.

According to the structural approach laid down by E. Chamberlin [228] and J. Robinson [171.] competition is regarded as a criterion by which the sectoral market can be classified into four types of markets: perfect competition, monopolistic competition, oligopolies and monopoly [234]. This approach is based on the theory of market morphology [40], according to which "competition" means the ability of the market to create an environment for its participants, which determines their special behavior. In this case, the number and behavior of industry participants determines the overall situation on it [57; 81; 98; 147; 204]. It should be noted that in the Law of Ukraine "On Protection of Economic Competition" the essence of the concept of "competition" is considered from the standpoint of a structural approach, according to which, economic competition is "... competition between economic entities to acquire advantages over other entities management, as a result of which consumers (economic entities) have the opportunity to choose between several sellers (buyers), and an individual entity cannot determine the conditions of turnover of goods on the market "[167, p. 12]. The result of the struggle of economic entities for more favorable conditions in the market is, as noted by M.V. Black, is "... socio-economic development of society, and competition is subject to mandatory regulation at national and international levels, and in various sectors of the economy has particular manifestations. It is important that the mechanism of competition is implemented on the basis of laws of supply and demand in the market »[204, p. 24].

In our opinion, the view that competition is regarded as an "opening procedure" according to which the market system integrates competing management goals characterized by unique knowledge deserves attention. The market system increases the ability of subjects to achieve their own goals by promoting the dissemination of knowledge and the emergence of new ones [239, p. 257].

Thus, the analysis created an informational basis for identifying the basic positions of scientists, from which the essence of the concept of "competition" in modern economic literature is determined (Fig. 1.1).

The identified positions of scientists, from which the essence of the concept of "competition" is defined, focus on its versatility and comprehensively characterize its main features as [218, p. 44]: a) objectivity (condition of market economy); b) subjectivity (presence of subjects of competitive interaction); c) the unity of competitive principles (market conditions); d) dynamism (changes in competitive conditions); e) activity (focus on success in competition); f) performance (competitive positioning, ie determining the position of winner and loser); g) motivation (the presence of competitive motives, such as: success, leadership positions and others); h) situationality (determined by the competitive situation); i) innovativeness (connection with innovation processes and innovation orientation); j) orderliness (content is determined depending on the goals for which it is formed).



* B – behavioral approach, S – structural approach, F – functional approach, Z – strategic approach

Figure. 1.1. The list of positions from which the essence of the concept of "competition" in contemporary economic literature is determined (identified by the author on the basis of generalization [16; 28; 40; 81; 98; 143; 147; 171; 204; 216; 218; 228; 234; 239; 254])

Wide range of positions to determine the essence of the concept of "competition" presented (Fig. 1.1) suggests that scientific concept and economic phenomenon of competition is a multifaceted category of economic relations, which can not be reduced to a single universal and narrow definition, which in turn focuses on the need to use a wide range of effective tools for competitive functioning.

Therefore, based on the results of the analysis of definitions of the concept of "competition", it should be noted that in general, competition determines the boundary of opportunities to achieve better performance within a particular economic system, which includes other market participants, similar in specialization and function. At the same time, the need to characterize the ability of an individual entity to outperform other market participants (rivals) in achieving their goals and obtain better results in a competitive market causes the existence of a concept in the theory of competition such as "competitiveness". Competitiveness, according to O.O. Hetman and V.M. Shapoval describes "... the ability of an enterprise to participate in competition and the success of its activity in a particular market" [41, p. 44-45]. Of course, "...competitiveness is manifested only in the conditions of competition and through competition. In addition, the more efficient the market is, the more competitive it is, the more important is competitiveness"[190, p. 44].

The concept of "competitiveness" is quite broadly covered in contemporary economic literature from a broad to a narrow understanding. Summarizing the results of the study (Appendix A, Table A.2) suggests that there is no single and commonly accepted definition of the concept of "enterprise competitiveness" in modern economic literature. Therewith, based on the results of the study, it should be determined that in general, competitiveness characterizes various aspects of the ability of the enterprise: 1) the ability to compete, withstand competitors; 2) the ability to offer competitive products (services) that meet the requirements of consumers; 3) ability to meet market requirements; 4) the ability to adapt to the dynamic conditions of competition; 5) the ability to deliver high performance against competitors.

Taking into account that "ability" can be characterized only by comparing a certain object with others (similar in specialization and functions) in a certain time period, is determined by the degree of satisfaction with the goods and services of specific groups of consumers, competitiveness has a comparative, time (dynamic) and address character [174, p. 126], typical features of which are given in Appendix A, Table. A.3.

Summarizing the results of the study on the essence of the concept of "competitiveness of the enterprise", we can conclude that competitiveness is an external (relative to a specific entity) quality, which is manifested only in the conditions of competitive rivalry and involves comparing their own capabilities to achieve the desired results relative to other competitors.

The basis on which an enterprise is able to maintain and enhance its competitiveness in the long run is the competitive potential that characterizes the key aspects of the enterprise that position it in the market. Competitive potential is a key characteristic of an enterprise through which it declares itself to customers and determines the uniqueness of the enterprise and its products (services). On the one hand, competitive potential is a competitive strategic asset that demonstrates the value that an enterprise brings to its customers. On the other hand, it is an asset of an enterprise on the basis of which it confronts new threats from competitors - threats, the existence of which it may not even be aware of, and which may result from radical changes in the world of high technology. Identifying and using such unique qualities will allow the enterprise to compete with other manufacturers in a dynamic market environment [124].

In the process of competition, competitiveness through the realization of competitive potential is transformed into competitive advantage or the subject loses competition [16, p.423]. In this context, the view of N.V. Kudenko, who states that "... the positive differences between the company and its competitors in some or all activities that provide socio-economic efficiency in the short term and survival - in the long term by the way of constant search for new opportunities and rapid adaptation to the environment and the conditions for adapting to the ever-changing competitive struggle and present a direct competitive advantage " is undeniable[111,

p. 30]. The need to create, accumulate and develop competitive advantages "... in the field of quality improvement, price reduction, flexibility to respond to changing consumer needs or market situation, innovation is driven primarily by increased competition in domestic and foreign markets, accelerated changes in the economy, increased demands of consumers for goods, the level of services rendered as a result causes the enterprises to have competitive advantages for the effective development of the company "[59].

Awareness of the importance of competitive advantage in delivering higher results than competitors has led to a focus of attention of scientists and practitioners on the issues of competitive advantage formation.

The study of economic literature has shown that the vast majority of definitions of the essence of the concept of "competitive advantage" focus on two aspects - obtaining higher results of the enterprise compared to competitors and different aspects of value creation (Appendix A, Table A.4).

The concept of "competitive advantage" was first suggested by M. Porter, who characterizes competitive advantage as a central element of the enterprise in competitive markets and under this term understands "... a set of certain factors of the enterprise (from low costs to differentiation of goods), which determine its success in competitive struggle "[162, p. 196]. The most important achievement of M. Porter's theory is the recognition of the need for a thorough study of the value chain to identify specific mechanisms for the interaction of enterprise units in product creation (consumer value).

Over time, the understanding of the concept of "competitive advantage" has been modified and acquired new shades. Thus, the development of information technologies and the rapid growth of the possibilities of globalization of resources led to a shift in the focus of sources to the formation of competitive advantages from the internal factors of the enterprise (production, technology, organization, personnel, etc.). to deeper internal factors of the enterprise - resources and abilities, which as a result are transformed into competencies, which, in turn, are the basis of formation in competitive advantages.\ Representatives of the resource approach to determining competitive advantages (E. Penrose, B. Vernelfelt, G. Hamel and D. Prahalad [199],

J. Barney [223], J. Tees [190], R. Grant [46] and others) the key sources of long-term competitive advantage are the internal resources and capabilities of the enterprise itself. This approach does not lose its relevance today. Thus, competitive advantages are understood as "the totality of combinations of available resources ... and ways of using them" [115, p. 52], "the unique tangible and elusive resources possessed by the enterprise" [122, p. 71]. Discussive is the issue is the definition of these "unique" resources and their optimal combination, which are key to securing an edge over competitors.

Considering that the advantage over competitors must be claimed by consumers, it is undisputed that competitive advantage can be ensured on the basis of the most complete satisfaction of consumer requests. In this aspect, a value-oriented approach to defining the essence of competitive advantage, according to which "... the creation of sustainable competitive advantages is to differentiate a product on a competitive basis by characteristics that are important and relevant to customers" [224] is worthy of consideration. At the same time, as J. O'Shaughnessy adequately defines, "... the created benefits must largely meet, or slightly exceed, the expectations of consumers" [144, p. 349], and "... in order not to lose consumers, it is necessary to respond flexibly to changes in market conditions" [219, p. 183].

Thus, the essence of competitive advantage can be interpreted as asymmetry or a difference between enterprises in any comparative measurement that allows an enterprise to compete better than its competitors. In order to differentiate the enterprises a competitive benefit can be one out of two types [247, p. 53]: positional-
position that defines the status, that leads to increase of productivity of the enterprise, kinetic, that allows the enterprise to function more and more effective.

Positional competitive advantage is linked to unique resources possessed by an enterprise, position on the market and other characteristics that are relatively static and define the social or economic status of an enterprise which is perceived by consumers, competitors, partners and other stakeholders. This approach to the formation of competitive benefits determines the existence of "competitive environment" concept in the competitive theory, on basis of which the conditions of

positioning of an enterprise on the market can be characterized and the advantages of enterprise compared to its competitors can be evaluated.

The appearance of kinetic competitive advantage is usually resulted by knowledge, experience, adequacy and possibilities of an enterprise, especially those that appear when accessing the knowledge and possibilities of other enterprises. It is based on the competence and organizational skills of the enterprise, including, but not limited to, the ability to identify market opportunities, customer knowledge, technical know-how and capabilities, speed of action and response in the market, and the efficiency and flexibility of business or organizational processes.

Positional and kinetic competitive advantages are interconnected and interdependent. On one hand, positional competitive advantages result in kinetic competitive advantages. On the other hand, kinetic competitive advantages of an enterprise contribute to strengthening its positional advantages. Therewith, it should be considered that current competitive position can represent possibilities that were already realized, that with time can be lost due to changes of market conditions. Given the lack of kinetic advantages, the likelihood of danger of losing of positional advantages of an enterprise rises. Accordingly, without positional competitive advantages, the kinetic advantages of the enterprise do not ensure the neutralization of the influence of competitive forces.

Considering this, "... competitive advantages determine the competitive position of an enterprise in the market, which it can use to form and strengthen of its own competitiveness. With this, competitions in the market makes an influence on competitive position of an enterprise in the market, competitive advantages and sources for their formation, determines the relevant kinds of competitive advantages and respectively determine the key determinants of forming of competitive strategies" [30].

Hence, competition is a "challenge" for the competitors for the opportunity to create the best conditions for the consumers. Taking this into account, the velocity of decision making and rationality of manegeneral decisions in a competitive environment serve as the key indicators of ensuring of sustainable development of business enteties in a competitive environment. In a competitive struggle the winner

is always the one capable of providing the highest level of competitiveness of its own products or services, in other case – the chosen kind of business activity is sentenced to failure. Competitiveness of an enterprise is not immanent (from latin «*immanens (immanentis)*» – peculiar, inherent in something, that is, internally inherent in objects or phenomena, one that follows from their nature [65, p. 217] quality of an enterprise. Considering this, competitiveness of an enterprise can be evaluated within a specific group of enterprises which are a part of same industry and, respectively, satisfy identical needs and requests of consumers. Competitiveness of an enterpriser is formed under the influence of positional and kinetic competitive advantages, that are a defensive tool of defense and resistance against the competitors. Taking this into account, not only it is important for an enterprise to get those advantages, but also to ensure their support in the long run. Under the designated conditions, the issue of the right choice of strategy is of particular relevance, because as stated by P. Kotler: “If a company has the same strategy with its competitors then it in fact does not have a strategy. Because of this, a company must base this strategy around its own position in the market and develop their distinctive competitive advantage” [107,p.221]. Just the need “...to create the future competitive advantage faster than competitors can copy what an enterprise is using at the moment” [199, p. 84] determines the presence of “competitive strategy” concept in competitive theory, which, in our view, is a catalyst for creation and development of consistent competitive advantages of an enterprise.

Nowadays, competitive strategy is a subject of scientific and academic research. Therewith, studying of economic literature about formation of competitive strategy of enterprises allowed to conclude that despite diverse orientation of theoretic and methodical and practical oriented publications, the generally accepted definition of essence of “competitive strategy” is absent in economic literature, which makes it difficult to logically form and practically implement it.

The conducted research showed that the “competitive strategy” concept itself was first introduced by M. Porter. In 1979 in «Harvard Business Review» he published an article named “How do competitive forces form the strategy” [258].

This article is considered the beginning of revolution in competitive strategy. In his classic work “Competitive strategy. Methods of analysis of industry and competitors” [163,p.123] the scientist states that “... competitive strategy aimed at search of favorable competitive position in the industry, main area, in which competition is happening.” [163,p. 18]. According to the view of the scientist “a favorable competitive position” can be provided through the implementation of competitive advantages.

With time the “competitive strategy” transformed and acquired new nuances. So, based on the results of the analysis (Appendix A, table A 6) a wide range and invariance of authoring approaches to the definition of the essence of “competitive strategy” was established: from “a clear sequence of steps of development aimed at development of a consistent competitive strategy outperforming the achievements of rival enterprises” [195, p. 141] to more detailed characterizations, such as “...a complex program of actions aimed at analysis and choice of markets, production of goods and services for them, establishing prices and means of realisation on the market” [18, p.478]. Properly formed competitive strategy ensures “achieving of competitive advantages in certain segments in accordance with situation in the market and opportunities of an enterprise” [258], aimed at “achieving and maintenance of wanted level of competitiveness” [125,p. 123]and “adaptation to changes in the conditions of competition of an enterprise” [234, p.215]; allows to “determine and strengthen a long-term competitive position of an enterprise” [216, p.478], “resist forces that determine competitive struggle in the industry” [195, p. 141] and “acquire profit on long-term basis, despite the resistance of different forces” [73, p.12].

Generalization of results of the content analysis allowed to identify key parameters of competitive strategy of an enterprise, according to which existing views on determining of its essence were combined in six key directions that view competitive strategy as: 1) a way to resist competitors (way of long-term behavior of an enterprise in competitive conditions); 2) a way of forming and using competitive advantages; 3) a way of preserving of achieved level of competitiveness and its promotion; 4) a way of neutralizing of negative factors of influence; 5) a method of adaptation; 6) summary of processes and activities.

Thus, based on the results of the analysis it can be stated that considered concepts of competitive theory are interdependent and interconnected. Established by the results of the research interconnection of basic concepts of competitive theory (figure 1.2) allowed to determine that competition determines the border of possibilities of implementation of competitiveness of an enterprise and has an influence on competitive position strengthening of which is possible based on an effective competitive strategy. Attractiveness of a competitive position of enterprise in the market depends on competitiveness of enterprise that is formed under influence of competitive advantages, depends on competitiveness of products (goods, services), and form on the basis of implementation of competitiveness. In turn, competitive advantages determine competitive position of enterprise and form its competitive potential.

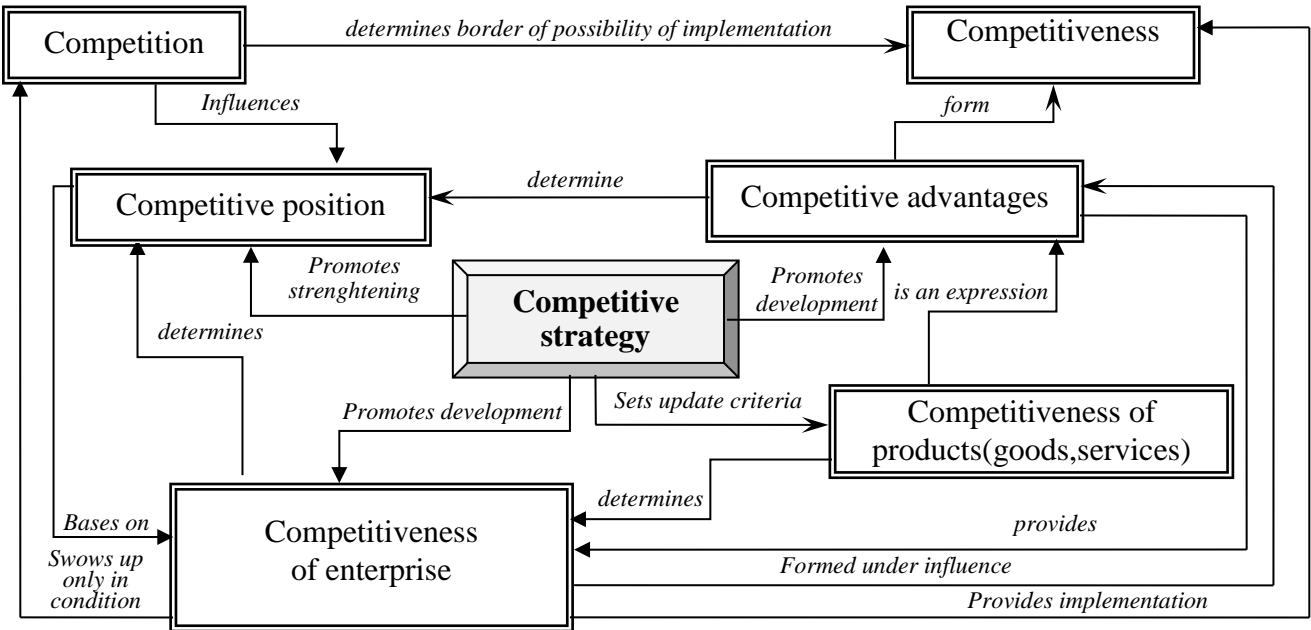


Figure 1.2. Scheme of interconnections of base concepts of competitive theory (compiled by author on basis of [16; 18; 42; 73; 97; 107; 146; 161; 163; 174; 185; 195; 199; 204; 206; 234; 216; 255; 258]).

Competitive advantages are an expression of competitiveness of products (goods, services). In accordance, the higher the level of competitiveness of products (goods, services) is the higher is the overall level of competitiveness of enterprise. The targeting of business enteties on increasing the level of competitiveness, development of competitive advantages, strengthening of competitive position

actualizes the significance of a specific in content competitive strategy in their activity. Since, as shown in figure 1.3, competitive strategy of enterprise sets criteria of update of competitiveness of products (goods, services), promotes development of competitiveness of enterprise, promotes development of competitive advantages and strengthening of competitive position of enterprise. With that, it must be noted that it is impossible to develop a competitive strategy “once and for all”. Under the influence of competition enterprises must constantly correct and modify that in accordance to changes of competitive environment.

For determining the essence of “competitive strategy of enterprise” concept we conducted an analysis of economic literature, results of which are shown in appendix A (table A.5).

Based on the critical analysis and generalization of theoretical views on the interpretation of the concept of "competitive strategy of the enterprise" set out in the economic literature, it is established that, despite the awareness of the importance and place of competitive strategy in the activity of the enterprise, there are differences in the interpretation of its content among scientists, which significantly complicates its content. practical implementation.

During the conducted critical review of professional literature the presence of a wide range of approaches to determining the essence of “competitive strategy of enterprise” was brought to light, that is: resource, customer-oriented, competition-oriented and intergrated.

Thus, representatives of resource approach (T. Adaieva [3], I. Ansoff [11], P. Druker [234], A. Ivanov [73], O. Kryvoruchko [109], N. Kudenko [111], O. Lutsiv [111], O. Lutsiv [119], M. Porter [161], I. Stupak [186], T. Khmyl ta S. Vasylyk [201]) when determining the essence of “competitive strategy of enterprise” concept underline the strong significance of resources and possibilities in process of competitive struggle and accentuate attention on “... providing of a successful activity of enterprise” [11, p. 171] by “... effectively distributing, coordinating and using the resources” [109, p.12]. Given approach to treatment of competitive strategy of enterprise “...is based on knowledge about development of competitive

environment” [119, p. 9] and “... gives an answer to one of the most important questions: “How does enterprise compete in the whole market, at the expense of what does it endure the competitive pressure and acquires victory in competitive struggle?” [161, p.37]. While characterizing the essence of competitive strategy within the resource approach R. Kvasnytska interprets this concept as “...a complex of interconnected actions that are based on internal competitive advantages the ability of the enterprise to neutralize the influence of external factors with the maximum benefit to itself in order to obtain priority advantages in the conduct of competition and to achieve the desired level of competitive potential of the enterprise” [95, p. 123]. In the given definition scientist makes an accent on obtaining the maximum benefit for enterprise and obtaining competitive advantages that in turn can be formed “...in presence of resources and with considering internal and external environment of functioning” [95, p.122]. With that, it is still unknown what exact competitive resources must be used to form internal competitive advantages of enterprise. Besides, it is necessary to establish the sources of forming of competitive advantages depending on sectoral orientation of business entities.

The key aspect while interpreting the “competitive strategy of enterprise” concept within the consumer-oriented approach is obtaining sustainable competitive advantages by “...satisfying diverse and changing consumer needs better than competitors do” [7, p.127; 38, p.234]; 174, p.243; 177, p.88]. With that, considering diverse needs of consumers, and also, given that, enterprises of different sectors of economy satisfy different needs of consumers, key aspects that must be considered while forming of competitive strategy with taking industry specifics into account in which enterprise does its activity must be identified and detailed.

Within the competition-oriented approach the vast majority of scientists [7; 174; 177; 199] while interpreting the “competitive strategy of enterprise” concept focus on ensuring a high level of competitiveness compared to competitors. Thus, P. Smoleniuk determines the “competitive strategy” concept as “... a way of acquiring sustainable competitive advantages of enterprise through competitive struggle, satisfying various and changing demands of consumers better than competitors do”

[177, p. 86]. This interpretation focuses on the necessity of formation of sustainable competitive advantages. Only those unique ways of formation of competitive advantages which are hard to copy and recreate in other enterprises will contribute to achieving of wanted level of competitiveness. Since, as H. Khamel quite appropriately determined, competitive strategy makes for “... creating of future competitive advantage faster than competitors can copy the one you are using now” [199, p. 84].

In our view, the most deep determination of essence of “competitive strategy of enterprise” concept is given by Bozhydai I., according to which “... сом відповідно якому «... конкурентної стратегії підприємства як динамічного довгострокового цілеспрямованого комплексу взаємопов’язаних заходів, підпорядкованого загальній меті підприємства, що ґрунтуються на внутрішніх можливостях підприємства, спрямованого на досягнення та утримання бажаного рівня конкурентоспроможності, конкурентних переваг, стійкої конкурентної позиції підприємством та здатного нейтралізувати вплив конкурентних сил» [24, с. 25]. This approach points out the long-term orientation of competitive strategy, draws attention to the internal opportunities of enterprise, that can be used while forming sustainable competitive advantages.

By the results of conducted analysis of invariant interpretations of essence of “competitive strategy of enterprise” concept (Appendix A, table A.5) key characteristics of given category were identified (figure 1.3).

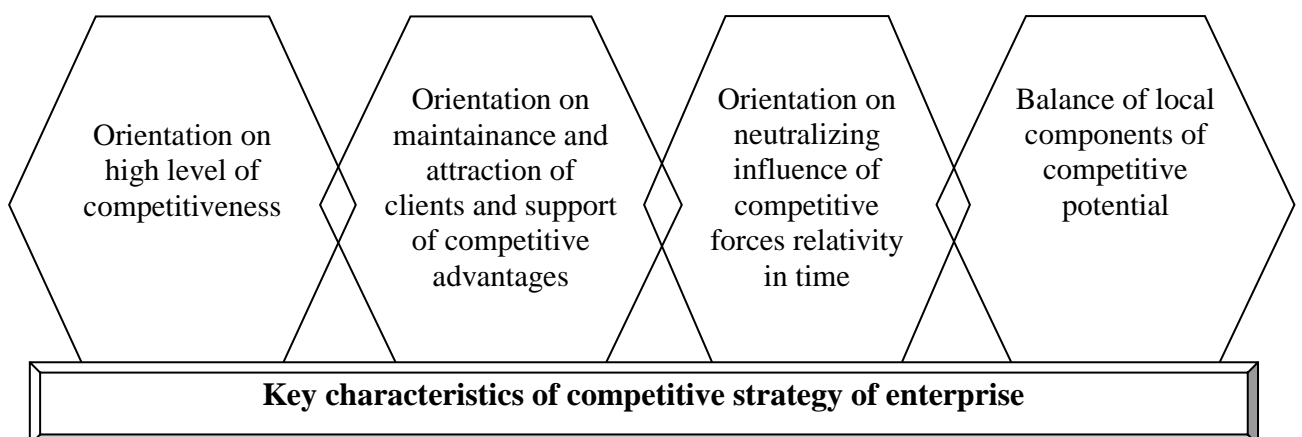


Figure 1.3. Key characteristics of competitive strategy of enterprise (determined by author on basis of generalization [11; 24; 46; 111; 119; 174; 177; 186; 199; 202; 206; 258])

The identified key characteristics emphasize the complexity of researched concept and necessarily have to be taken into account while forming competitive strategy of enterprise.

In our view, the essence of “competitive strategy” concept has to be revealed from the integrated approach position, according to which in author’s mind: “competitive strategy of enterprise is a holistic system of actions during certain period of time, aimed at achieving competitive goals of development of enterprise considering the influence of external and internal environment for sustaining of existing and generating new competitive advantages, neutralization of influence of competitive forces, increasing the level of competitiveness and achieving a sustainable long-term prospects in the field of restaurant business.”

Generalizing the results of conducted theoretic research a conclusion can be made, that is the existing approaches to interpreting the essence of “competitive strategy of enterprise” mostly base on general aspects, and, not considering specific industry specifics of business entities. Indeed, for competitive strategies of enterprises certain similar characteristics, similar complex of interconnected activities and actions. Therewith, orientation of activity of enterprise and specific features of industry, in which it functions, determines the specifics of formation of its competitive strategy.

Considering this, the problem of determining the specifics of forming of competitive strategy in restaurant business enterprises is up to date.

1.2. Key aspects of formation of competitive strategy in restaurant business enterprises

In whole civilized world restaurant business is one of the most common types of small business, thus restaurant business enterprises are in state of constant struggle for optimal position in the market and its most prospective segments [64, p. 74]. Ukraine's restaurant business is a profitable sector of state economy, that not only serve different contingents of consumers and providing them with food services, but also favorably positions the country in the international market. Euro-oriented business environment in Ukraine forms the conditions, that contribute to activation of demand for products and services of restaurant business enterprise [30, p. 19].

According to the international standart of industry classification of all economic activities (ISIC) of UN, restaurant business is a type of economic activity aimed at satisfying consumer food needs with or without leisure organization [262]. Formally, "restaurant business" term was introduced in DSTU 4281:2004 standart by changing "catering" term with it, according to which "restaurant business is a type of economic activity of business enteties on the provision of services of satisfying the needs of consumers in food with or without leisure organization" [63,p.28].

Nowadays, restaurant business is a huge organizational and business system, enterprises of which play an important social role, connected with satisfaction of livelihoods of the population in catering and leisure services [63]. The basis of this system are enterprises and establishments of restaurant business (according to NACE), and enterprises of other types of economic activity, structural subdivisions of which are establishments of restaurant business, characterized by the unity of forms, organization of production and service of consumers, and which differ in types and their specialization [147], which, according to DSTU 4281: 2004 ("Restaurants Establishments. Classification") are grouped into four groups [63]: the sale of food and beverages, usually intended for consumption on the spot with providing or without entertaining performances (restaurant - restaurant-bar); cafe - cafe, cafe-bar, cafe-bakery, tea salon; cafeteria; snack bar); sale of drinks and meals to them, usually intended for on-site consumption, with or without entertainment (bar - nightclub, beer hall); sale of food and drink for consumers, united by professional characteristics

(dining room, buffet); supply of centralized food for consumption in other places (factory-stocking; factory-kitchen; house kitchen; restaurant on special orders).

According to the "International Standard Industrial Classification of Economic Activities (ISIC) of the United Nations" [262] international classification the following types of restaurant business are distinguished: restaurants (restaurant to order, which as the main service offers the sale of products for take-out; catering for workers in organizations; a wagon-restaurant, a feature of which is the organization of food for consumers of services of railway companies and other passenger transport organizations); bars (beer garden that sells and organizes the consumption of a wide range of beer and has a landscaped trading hall; beer - a type of bar that sells and organizes the consumption of alcoholic or non-alcoholic beverages; brewery bar (a type of bar in which to brew, sell and organize consumption beer on site); snack bar (variety of bar specializing in assortment of snacks and sandwiches); special order bar/restaurant (bar/restaurant variety) with special bar service us, organizing the consumption of drinks); bistro (a type of fast-food restaurant that sells and organizes the consumption of food and (or) beverages, a tavern (a type of cafe with an assortment of dishes from other countries, a hallmark of which is a wide range of alcoholic beverages).

The presence of a wide range of types of restaurant business on one hand extends the consumer's choice of choosing the restaurant business that best suits them by all criteria, including: kitchen, service, interior, atmosphere, entertainment programs and more; on the other, it complicates the conditions of competition. Restaurant business enterprises perform multidimensional functions (Figure 1.4).

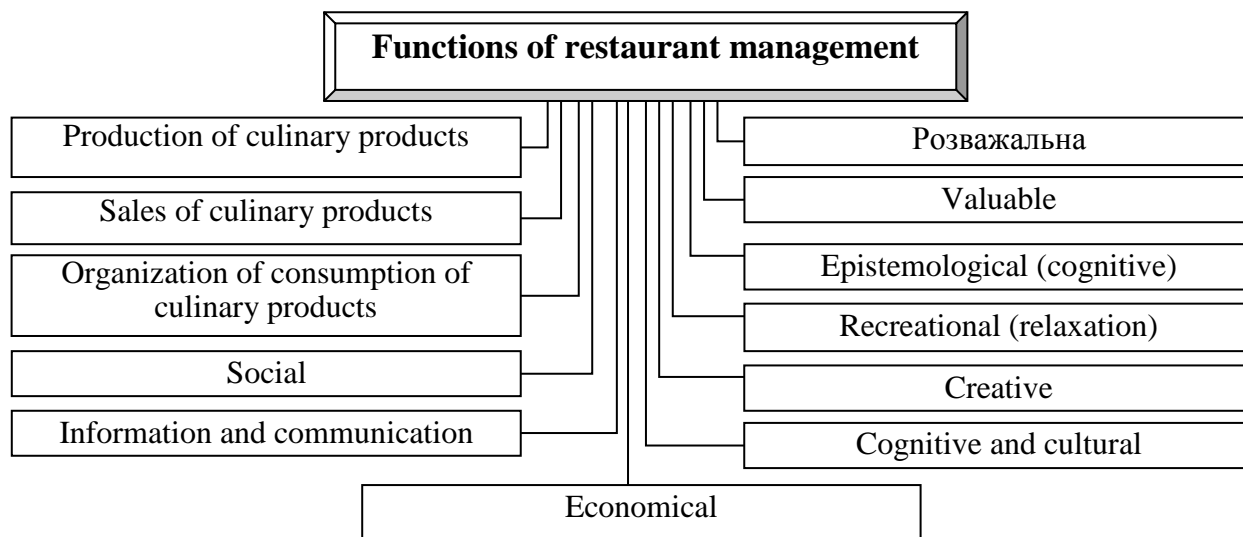


Figure 1.4. Basic features of the restaurant business (summarized by the author on the basis of [10; 45; 58; 113; 135; 140;142; 146; 151])

An important distinctive feature of restaurant business enterprises is possibility to provide necessary conditions of adherence to a particular way of organizing food through three interrelated functions: production of culinary products, implementation of culinary products and organization of its consumption.

The function of production involves receiving and storing raw materials, their mechanic processing and production of semi-finished products, thermal processing of products and decoration of dishes. Given function serves as a necessary precondition for execution of organizing consumption, and function of implementation as an additional, is necessary in commodity-money relationship conditions [10, p. 92].

Function of organization of consumption is a basic function of industry, that is characterizes its difference from other industries. This is confirmed by the fact that functioning of organization of consumption is inherent only to restaurant business, the value of this function is constantly rising, other functions (production, implementation) are providing for the implementation of function of consumption [113, p. 117].

Implementation of function of consumption, realization and organization of consumption usually is organically connected and coincide in space and time, catering enterprises have to start from principle, that it is possible to achieve the best

position of company in market system, only satisfaction of consumer needs [113, p.118].

Products that are produced by restaurant business enterprises have limited terms of implementation. Range of products that restaurant business enterprises produce depends on kind of demand. Variety of products, produced by restaurant business enterprises allow for more fully satisfy consumer demand, however makes it more difficult to organize the production, many kinds of raw materials require special storing conditions, different rooms for mechanical and culinary processing [14, p. 71].

Certainly, the main function of restaurant business enterprises is providing for nutrition needs (satisfaction of physiologic needs). Therewith, a feature of restaurant business is multidimensionality of functions, that it performs at the same time with providing for nutrition needs, satisfaction of leisure needs, communication, entertainment, various leisure.

In the mentioned aspect of particular attention is view of L. O. Honchar, according to which restaurant business performs a broad spectre of additional functions, such as [45, p. 49]: social, informative and communicative, value, recreational (relaxation), entertaining, epistemological (cognitive), creative.

Thus, informative and communicative function covers the processes of formation, transferring and receiving information. Implementation of this function by restaurant business enterprises promotes empowerment of possibilities of communication, exchange of thoughts and ideas with clients.

Recreational (relaxation) function promotes physical and psychological relaxation of guests of restaurant business enterprise, restoration of emotional powers by way of implementation of playing, entertaining programs, holding evenings of rest, public holidays, entertainment, etc.

Implementation of entertaining function promotes an increase in emotional tone, restoration and development of psycho-physical, physical and intellectual data of the guests, receiving positive emotions and impressions [241, p. 373].

Restaurant business is an important social element, as it affects the efficiency of social production and the standard of living of people. Implementation of social function by restaurant business enterprises promotes self-identification of its visitors, allows them to feel part of a particular community. It is connected with social and cultural and recreational projects and shows itself when organizing of thematic evenings for different groups of population, special programs, aimed at certain category of consumers [45, p. 51].

Implementation of the value function by restaurant business enterprises ensures the formation of value orientations of visitors in accordance with the aesthetic, moral, gastronomic and economic values of the person. Depending on the type and class of restaurant business enterprise, the consumer chooses entertainment programs and value propositions. To implement this function, restaurants offer their guests various promotional and marketing programs (for example, "hours of fortune", "happy hours for guests", "visit - get a gift", etc.) [45,p. 51].

The epistemological (cognitive) function helps to satisfy the needs of consumers for additional information and is manifested in such forms of restaurant leisure as: thematic exhibitions, gastronomic shows, presentations. It should be noted that today the vast majority of restaurants have focused on holding a variety of workshops for the age-old consumer.

The creative function involves an innovative creative approach to organizing and conducting cultural and entertaining programs in modern restaurant business enterprises.

It should be noted that functions of restaurant business is not limited by creating conditions for nutrition and leisure alone, but also expands its influence on other realms: health care (sustainable nutrition, culinary arts culture), education and culture, tourism, leisure, etc. [153, p. 329].

This quite long list of functions of restaurant business enterprises, in our view, is completely justified, and for the most part is a result of desire to satisfy increasing requirements and requests of consumers, and proving the wanted level of competitiveness on this basis.

In turn, complexity and combination of multidimensional functions (production and non-production realms) expand the competitive field for restaurant business enterprises and justifies the complication of competitive subject in restaurant business enterprises. In this aspect the view of scientific group, which states that "... unlike enterprises of most other realms, object of competitions for which is usually the product, work or service, for restaurant business enterprises competitiveness of economic entity is conditioned by competitiveness of products, and level of services" should be fully supported [36, p.61]. "Product of a restaurant is much more broad... it includes the created atmosphere, cleanness, comfortability, competence and concern from personnel, etc." [187]. Competition for restaurant business enterprises is a rivalry between business enteties for consumers on basis of production, implementation and organization of consumption, giving services, and also based on formation and usage of economic resources [164, p.517]. Taking this into account, the process of search for competitive advantages of restaurant business enterprise compared to enterprises of other realms of economic activity is the most complicated, conditioned by the following specifics of competition in restaurant business [36, p. 126; 164, p.518]:

- 1) restaurant business enterprises are usually aimed at a market limited by territory;
- 2) some restaurant business enterprises can compete with each other in a enterprises on a city-wide scale in the tourist services market segment, holiday events, business meetings, etc;
- 3) for restaurant business enterprises that organize nutrition by working studying place, maximalisation of profit is a secondary goal;
- 4) for demand of dispersed contingents of consumers at the place of work compete both the restaurant business enterprises located nearby, and the enterprises delivering products to workplaces by pre-order;
- 5) high dependence on consumer demand;
- 6) the importance of spatial and labor resources;
- 7) branching of the composition of competitors;

8) high level of risk in activity, etc.

In the practice of business to identify the sources of formation of competitive advantages, it is customary to distinguish price and non-price factors, as well as the corresponding types of competition. The current state of competition in the restaurant market is characterized mainly by the development of price competition between individual enterprises of the restaurant industry of one price niche. The reason for this is relatively low level of income of population. Therewith, in certain segments of the market, in process of selling products, services, aimed at consumers with high and medium level of income, instruments of non-price competition in struggle for consumers are becoming more and more important. In our opinion, competitiveness in today's environment is possible through the combination of measures to choose the best pricing policy, improving the quality of food and service, while taking into account consumer preferences and expectations and monitoring competitors

Thus, the success of restaurant business enterprise in competition depends on the ability to provide consumers with greater value of product. taking this into account, the problem of searching for sources of formation of competitive advantages is become more relevant. Because, as stated in subparagraph 1.1, competitive advantages allow an enterprise to compete better than its competitors, and, accordingly, differentiate the product on competitive basis by characteristics, which are important and relevant for customers.

Study of economic literature [63; 94; 132; 133; 151; 161; 190; 221; 223; 256] indicates that the modern analysis of competitive advantages of the enterprise, as a rule, is based either on the ideas of market positioning (standard economic logic), or on the resource concept of the theory of strategic management [94, p. 421]. According to the first approach, the source of competitive advantage of the enterprise is its ability to create for its customers value that exceeds not only the cost of its creation, but also the value brought to them by the products of competitors [161, p. 312]. The focus of the resource approach is not the price and consumer characteristics of the enterprise products and their comparison with competitors, but organizational and economic aspects. The logic of the resource approach assumes that competitive

advantage takes place when an enterprise pursues a strategy of value creation and assignment of rent (using its valuable and rare resources and organizational capabilities), which cannot be realized by any of its current or potential competitors [223, with. 112]. Resource value includes external value (strategic industry factors) and complementarity of resources within the enterprise; rarity is determined by physical rarity and limited buying and selling opportunities; in the impossibility of copying, low resource substitutability is allocated [221].

Enterprises within resource approach are considered as different resource sets – material and non-material assets and capabilities [230, p. 82]. With that, if the “baggage” of resources of an enterprise corresponds to three factors of its value: rarity, conformity and demand, than enterprise has bigger chances of success compared to competitors. Under certain circumstances resources of an enterprise become a source of formation of its competitive advantage, both short-term and consistent, that appear when competitors for different reasons can not copy and re-implement strategy that provides those advantages [223, p 114]. According to dynamic abilities concept, the sources of consistent competitive advantages are organizational skills and abilities of collective of enterprise, and “protection” from copying by competitors can provide “...informall collective knowledge, experience, culture of enterprise and historical way of its formation, connected with a unique resource combination, that makes it impossible to neither accurately imitate these advantages by competitors, nor their effective distribution throughout the market, due to practical impossibility to separate them from exsisting business” [190, p. 151]. One of the basic organizational skills in restaurant business enterprises is skill and ability of personnel to satisfy requests and demands of customers overcoming their expectations by key processes of value creating chain.

It should be noted that restaurant business is characterized by traditional idea about valu creation chain, in which its individual entity has a certain place, getting raw materials from suppliers, creating product and offering it to its customers [256]. Therewith, a number of features of value creating chain for enterprises of this realm can be noted. For example, for the majority of restaurant business enterprises, that

can be seen as fast-food restaurants, it is characteristic to create additional value, expressed in high speed of service. It is achieved at the expense of the fact that dishes, provided within this type of enterprises, are easily prepared and recreated with standardized procedures of production and preparation procedures. For the most part, the menu consists of products, that are beforehand prepared and delivered to individual restaurants, where the process of their complete preparation is conducted in short time [151, p. 146]. These features are reflected in the inclusion within the restaurant business enterprises operations aimed at creating the necessary ingredients, which can not be obtained directly from suppliers, but are necessary for the successful implementation of a competitive strategy focused on rapid customer service.

A special feature of value creating chain in restaurant business enterprises is also focused at catering service (outside the restaurant business establishment in places chosen by customer). According to DSTU 4281 organization of service of banquets, , corporate receptions, business meetings, weddings and other holidays in halls, offices, outdoors, under awnings [63]. The essence of catering service is that restaurant business enterprise by special orders provides customers with preparation and delivery of finished products to a certain place (to home, to office, to work place, to place of rest, etc.), as well as restaurant service for holiday event with the provision of various services [75].

Characteristics of value in restaurant business enterprises, taking specificity of their activity into account, are range of products, nature of service and geographical scale of activity. With that, as shown in table 1.1, for every type of restaurant business enterprises certain features are characteristic.

Given characteristics of value are common for a certain type of restaurant business enterprise. Therewith, it should be noted, that competitive advantages of each and every type of restaurant business enterprise depend on its possibilities to create and retention of value overtime. As a result of deficient attention to value creation chain, the interrelation mechanism among restaurant business enterprises and consumers is broken, “migration” of value to competitors, capable of satisfying the

most relevant consumer needs better arises. As a result, restaurant business enterprise loses the acquired competitive advantages.

Table 1.1

Characteristics of creation and retention of value in restaurant business enterprises (developed by author on basis of generalization [10; 58; 63;75; 113; 134; 142; 146; 151;153; 221; 223])

Type of enterprise restaurant business	Characteristics of value				Implementation concept dishes		Geographic scale activities		
	Assortment		Nature of service		Directly in restaurant business enterprises	Availability of delivery or catering services	Local	Regional	National
	Wide	Limited	Full	Limited					
Restaurants	■		■		■	■	■		
Caffes		■	■		■	■			
Network restaurants	■		■		■	■		■	■
Network caffes		■	■		■	■		■	■
Fast food network restaurants		■		■	■			■	■
Network restaurant with limited service	■			■	■			■	■
Bars		■	■		■		■		

Thus, considering the multidimensionality of functions that restaurant business enterprise performs, as well as taking into account the defined specifics of value creation chain, possible sources of formation of competitive advantages are defined (figure.1.5).

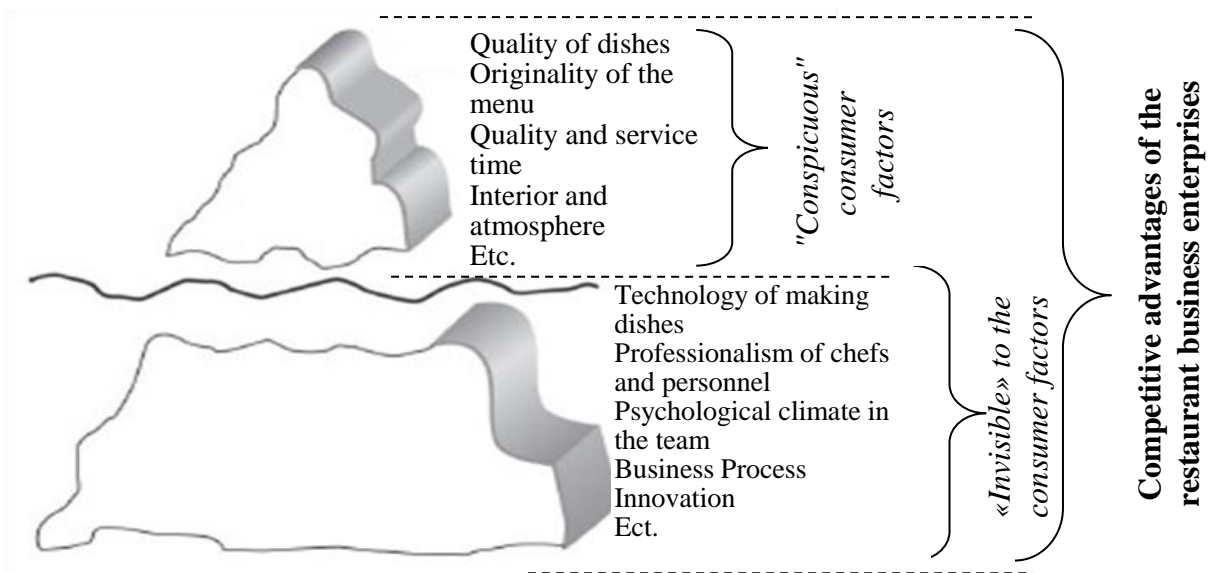


Figure 1.5. Alternate sources of formation of competitive advantages in restaurant business enterprises (developed by author)

It should be noted that the formation of competitive advantages in restaurant business enterprises, shown in Fig. 1.5 according to the general concept of competitive advantages of M. Porter [162, p. 184], can be provided in three ways: product differentiation (restaurant location, interior, high quality dishes); price leadership (the ability to reduce the cost of supplying products, the use of the latest technologies of transportation and storage of products, innovations in the manufacture of food), focusing on a particular segment of the market (when creating different concepts of restaurants for one target group of consumers).

Each and every restaurant business enterprise individually approaches the process of creating and developing its own competitive advantages. However, given the industry specificity of enterprises in this field, competitive advantages can be high (qualified personnel, reputation, effective management, profitable suppliers) and low (cheap labor, availability of raw materials). It is undisputed that the competitive advantage of the restaurant business enterprise can be secured on the basis of the most complete satisfaction of customer requests. The modern client "... considers visiting restaurants as part of his daily life, as well as the natural state of affairs" [226, p.55]. In order to retain existing customers and attract new ones, domestic restaurateurs are actively exploring new trends in the domestic and global restaurant

business, developing new ideas to retain regular customers and increase their loyalty to the restaurant business establishment. In turn, customer loyalty is shaped and maintained at the expense of competitive advantage.

Considering the necessity of systematic adjustment of current activity depending on the change of requirements and requests of consumers, it is necessary to support the view of scientists [64, p.123], which states: "... the power of competition must be reflected in the competitive strategy, which should result in realization of sustainable competitive advantages of the enterprise and achieving a high level of competitiveness. " Of course, sustainable competitive advantages reflect the advantages of the restaurant business over its competitors. To achieve success and prosperity in the restaurant business market, the restaurant industry needs to find unique sources for generating these benefits.

The complexity of the process of finding sources of competitive advantage is also compounded by many external and internal factors. In the restaurant industry, as already mentioned, they are characterized by an internal atmosphere (not noticeable to the consumer), material and intangible quality of service, creating comfortable psychological conditions for visitors, spending time on service (Fig. 1.6). However, it should be borne in mind that consumers generally experience varying degrees of satisfaction from consumption. If the properties of restaurant products are different than expected, then the consumer is dissatisfied and the probability of visiting the restaurant establishment is reduced to zero. If, however, the properties of the service received are completely in line with expectations, then the consumer becomes satisfied, ie, committed to the restaurant. Provided that the properties of the restaurant service the customer receives exceed his expectations - the likelihood that he will become a regular customer of the restaurant. For a restaurant business, having regular customers is a particularly important consideration. Significance of the presence of regular customers is also confirmed by a study of nine groups of services conducted by F. Raikhheldom and U. Sasser, which found that increasing the number of regular customers by 5% can increase the profit of the company from 25% to 85% (depending on the industry) [260, p.20]

The peculiarity of the restaurant service is the complexity of its structure and the duality of nature. The complexity of the structure is manifested in the fact that the restaurant service consists of a large number of components and parameters, different in nature and importance for the consumer. This makes it difficult to improve and maintain the quality of service [140, p.179]. The complexity of nature is that, at first glance, to meet physiological needs, restaurant services actually interest their consumer in terms of meeting a variety of social needs.

Today, as the level of competition grows at an accelerated pace and the market environment is constantly changing, each customer acquires a new value for any restaurant business enterprise. Key factors contributing to competition in restaurant business enterprises are speed of service, quality of food and competitive prices [255, p.173]. In this case, ensuring a high level of competitiveness of the restaurant business enterprise is possible only on the basis of a systematic study of potential needs and consumer loyalty [73, p.134]. In this aspect it is necessary to fully support the view of V.V.Zhdanov, which states that "... the main task of the management of the restaurant business enterprise is to win 20% of loyal guests, who will provide 80% of profits. Not all customers make the basic profit of an enterprise, there are those who really like the restaurant, and such guests should be encouraged, thanked and appreciated. "[67, p.79]. If the client is truly loyal, he will constantly visit the establishment with confidence that he will be able to receive quality service again. Considering this, the higher the level of consumer loyalty to the restaurant business is, the less the pressure of the competitive environment on its activity and the more stable its competitive position in the market.

Considering consumer loyalty as the main criterion that determines the successful implementation of a competitive strategy of the restaurant business enterprise, the issue of determining the determinants that shape consumer satisfaction and loyalty is relevant.

Study of scientific works [140; 189; 205; 237 Hours; 238 Hours; 243; 251], which are devoted to the study of consumer loyalty formation allowed to distinguish

and systematize the main components of the existing models of consumer satisfaction and loyalty formation in the restaurant business enterprises (Appendix B, Table B.1)..

For the substantiated determination of the key determinants of the formation of a competitive strategy of the restaurant business enterprise, on the basis of generalization of existing approaches to the determination of the components of the loyalty model (Appendix B, Table B.1), the main determinants that form it are determined and systemized and the conceptual research model (Figure. 1.6) is developed.

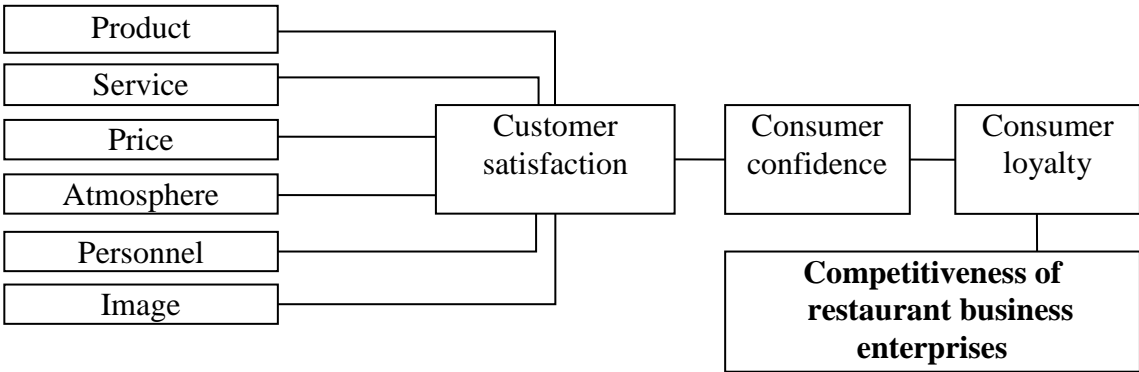


Figure 1.6. Research model for determining the key determinants of loyalty in the formation of a competitive strategy of restaurant business enterprise (adapted by the author on the basis of [240])

In order to substantiate the feasibility of including determinants in the research model definition of the key determinants of loyalty in the formation of a competitive strategy of the restaurant business enterprise, we consider it desirable to characterize each of them (Appendix B, Table.B.3).

In accordance with the developed conceptual frameworks for forming and assessing the loyalty of consumers of restaurant business enterprises, the following hypotheses were formulated {G1, G2, G3, G4, G4, G5, G6, G7, G8, G9, G10} → result "accepted":

- G1: Quality of service has a positive effect on customer satisfaction.
- G2: Price has a positive effect on consumer satisfaction;
- G3: Quality of service has a positive effect on customer satisfaction;

G4: The atmosphere of the restaurant business enterprise has a positive effect on the level of consumer satisfaction;

G5: The image of the restaurant business enterprise has a positive effect on the level of consumer confidence;

G6: Quality of service has a positive impact on consumer trust;

G7: Personnel has a positive effect on consumer satisfaction;

G8: Quality of service has a positive impact on consumer trust.

G9: Consumer satisfaction has a positive effect on loyalty;

G10: Consumer trust has a positive effect on loyalty.

In order to test the hypotheses for reliability and to take them into account when forming the competitive strategy of the restaurants, the methodology of multicriteria evaluation of the effectiveness of the data coverage analysis (DEA) method was used.

In order to confirm the hypotheses, a questionnaire was developed (Appendix B, Table B.3), which was randomly distributed to consumers of restaurant business enterprises, whose demographic characteristics are shown in Appendix B, Table B.4. Data for the study were collected using a 5-point Likert scale questionnaire [120] (from strongly agree to completely disagree).

Accordingly, the data given in table. B.4 the highest number of respondents who took part in the survey - women (63.64%), 43.85% have higher education, 34.76% of the respondents are active working population (36-55 years) and 2-3 times per month (54.55%) visit the restaurant business enterprises.

Of the 250 questionnaires distributed, 187 questionnaires were used to conduct ongoing research. Accordingly, the response rate for the questionnaire was 0.75, indicating a high level of information gathering for the assessment (Appendix B, Table B.2)..

The generalized results of the expert review on the formation and assessment of consumer loyalty (Appendix B, Figure B.2) indicate that 78.61% of respondents believe that the quality of products significantly affects the level of consumer satisfaction; 84.49% of respondents believe that price influences the level of

consumer satisfaction; 82.35% of respondents said that the level of service has a positive effect on the level of customer satisfaction; 69.52% of respondents believe that the atmosphere of a restaurant establishment has an impact on the level of consumer satisfaction; 75.94% of respondents say that the image of a restaurant business enterprise has a positive effect on the level of consumer confidence; 80.21% of respondents confirm that the quality of products affects the level of consumer confidence; 77.54% of the respondents confirm that the personnel of the establishment influences the level of consumer satisfaction; 85.56% of respondents agree that service influences consumer trust; 88.77% of respondents believe that the level of consumer satisfaction has an impact on the level of loyalty to a restaurant; 80.21% of the respondents believe that the level of consumer trust has a positive impact on the level of loyalty.

Researching the key determinants of the impact on the level of competitiveness of the restaurant business enterprise (Appendix B, Fig. B.2), the following results were obtained, namely 77.54% of respondents believe that the quality of the service (products) provided directly affects the level of its competitiveness, while 85.56% of respondents believe that the price of the provided service is a competitive advantage in the market; 80.21% noted service as a factor of competitive influence on the market position of the enterprise; 69.52% of the respondents believe that the atmosphere also affects the competitiveness of the restaurant; 74.87% of respondents are of the opinion that the image forms a competitive advantage of the enterprise in the market; 80.21% of the surveyed respondents believe that the personnel acts as a basic indicator in competition.

To test the reliability of hypotheses put forward in the study, the coefficients of statistical applicability (Appendix B, Table. B.6) were calculated and, based on the use of LISREL software [47, p.68], a calculated model of hypothesis testing was constructed figure. 1.7.

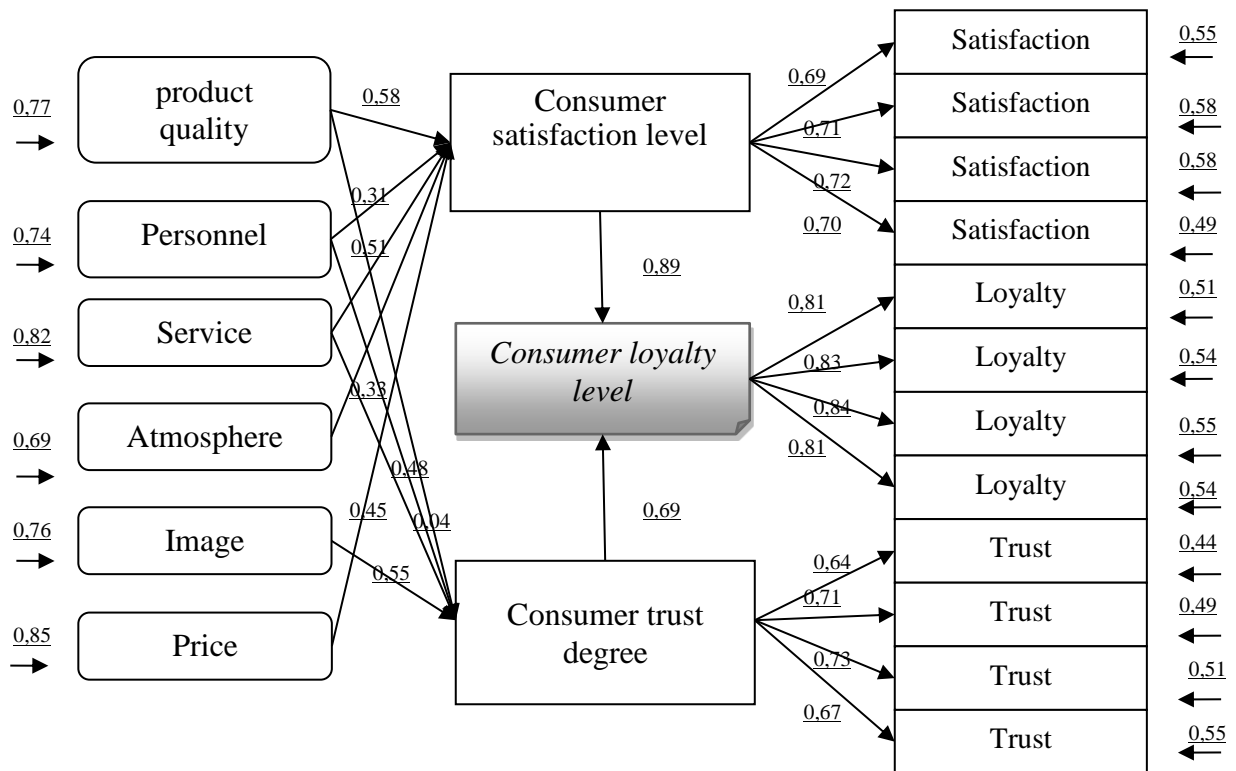


Figure 1.7. Calculated model for testing hypotheses

A summary of the validation of the hypotheses put forward in work is given in Appendix B, Table. B.7, according to which it is concluded that the hypotheses regarding the formation of the system of determinants of consumer loyalty assessment of restaurant businesses enterprises can be accepted at 95% confidence level, except for hypothesis G8. The study found that service quality with a load factor of 0.05 could not be accepted at 95% confidence level.

Thus, the results of the study revealed that the main determinants of consumer loyalty to the restaurant business enterprise are the following: products, personnel, service, atmosphere, price, image, the logical sequence of evaluation of which aims to comprehensively justify the choice of the optimal type of competitive strategy in accordance with established strategic orientations activity of restaurant business enterprises. The study of each and every determinant of loyalty and the corresponding improvement of each of them will help to generate new competitive advantages of the restaurant business enterprise in the long run.

Based on the results of the theoretical study of the theory of competition (subparagraph 1.1) and taking into account the identified key dominants, a conceptual model of the formation of a competitive strategy was developed (Figure 1.8).

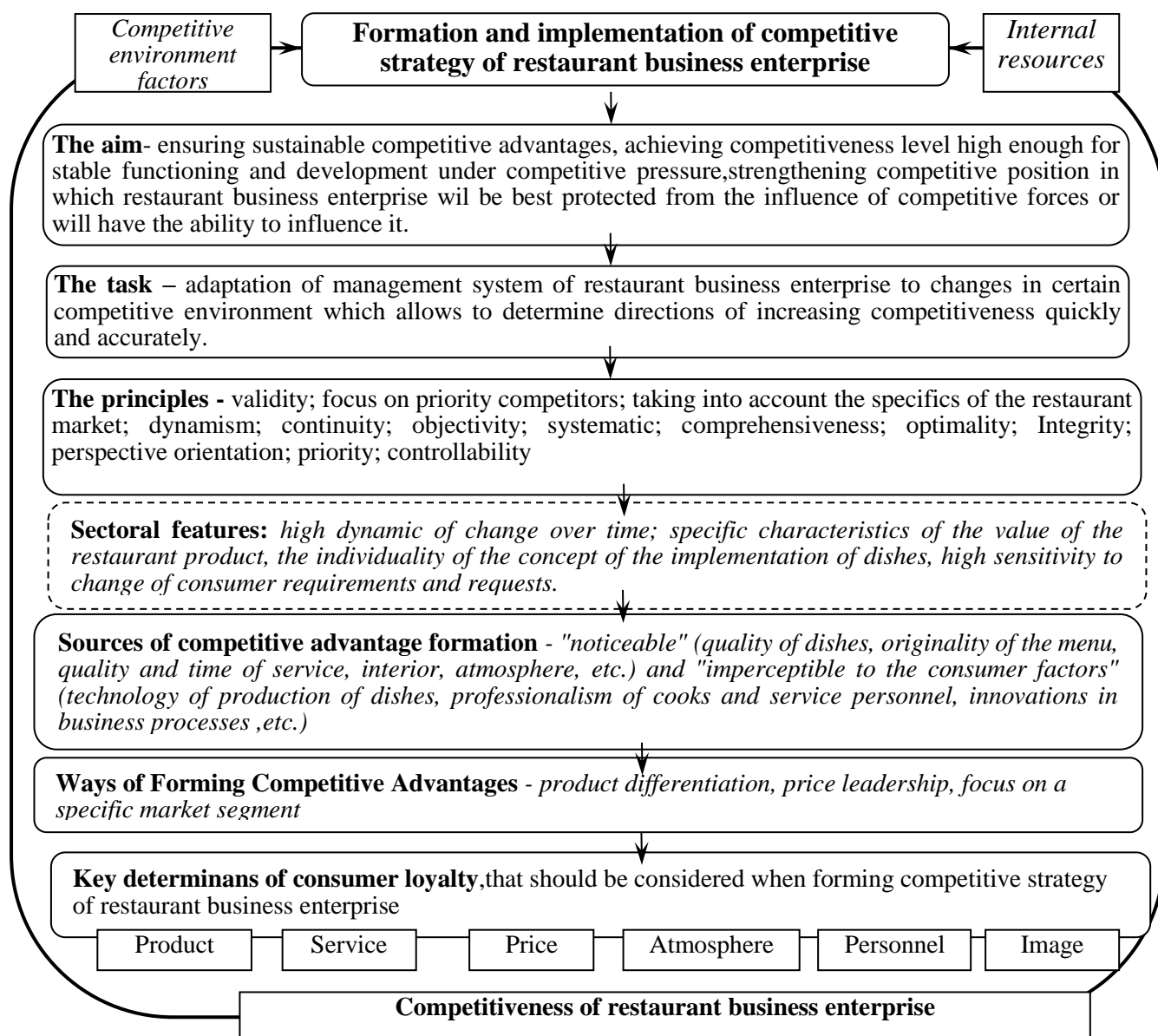


Figure 1.8. Conceptual model of formation of competitive strategy of restaurant business enterprise (author's development)

The developed conceptual model of formation of competitive strategy of restaurant business enterprise is based on scientifically grounded connection between the aim, the tasks, the principles, sectoral features, sources and ways of formation of competitive advantages, key determinants of consumer loyalty, and is aimed at

development of effective management decisions in conditions of increased competitive pressure based on understanding of unity of all components of the model.

Generalization of the results of the theoretical study of the conceptual apparatus of the theory of competition, taking into account the sectoral features of the activities of the restaurant industry and specific key determinants allowed us to formulate an original vision of the essence of the competitive strategy of the restaurant industry, which should be understood as a complex model of actions while defending against competitive pressure during certain period of time, aimed at maintaining existing and creating new competitive advantages, achieving the target level of competitiveness, sufficient for stable functioning and development under conditions of competitive pressure, strengthening of a competitive position, through implementation and development of competitive advantages based on the determinants of consumer loyalty: products, personnel, atmosphere, service, price and image in the conditions of current competitive environment in the restaurant business

Thus, the competitive strategy of the restaurant business enterprise is aimed at creating and maintaining competitive advantages, enhancing competitiveness and achieving a sustainable competitive position. In this case, the formation of a competitive strategy of the restaurant business enterprise requires a comprehensive approach, which includes its study and development as part of a strategic set and choosing the best on different classification grounds.

1.3. Classification of competitive strategies of restaurant business enterprises

In the context of integration transformations, deepening of integration processes, rapid development of technologies, the main task facing the restaurant business enterprises is ensuring continuous development by strengthening the competitive position, creating new competitive advantages and ensuring the flexibility of the already acquired ones. Implementation of the tasks is possible due to the right type of

competitive strategy. Since, as was justified in subparagraph 1.1, the competitive strategy is the effective tool that allows to adapt the potential of the restaurant business to the requirements of the competitive environment in accordance with changes, requirements and requests of consumers in a short time.

The competitive strategy reflects the approach of the restaurant business enterprise to the business and activities undertaken to attract new and retaining regular customers through ensuring a high level of their loyalty to the restaurant business enterprise, successful competitive actions, strengthening of the market position, developing competitive advantages, etc. Any restaurant business adheres to one or another type of competitive strategy, taking into account certain priorities.

Along with the fact that the problems of competition and competitiveness of the restaurant industry have recently attracted increasing interest from domestic and foreign scientists, economic science at the present stage of development has no universally recognized view of the universal classification of types of competitive strategies in the field of restaurant business, and the existing researches on this problem [5; 7; 11; 33; 35; 59; 76; 93; 99; 100; 107; 108; 111; 114; 139; 161; 169; 185; 202; 209; 237; 238; 269] are not determined by the completeness and fullness of its illumination.

Investigation of the essence of any economic phenomenon, in particular its definition and classification of species manifestations, is an important direction of the overall enterprise management system. The results of the study of economic literature allow us to state that at the current stage of development of economic science, the definition of types of strategies is complicated by the presence of invariant approaches to the classification of competitive strategies and their varieties [99, p.160]. This significantly complicates the process of choosing the optimal type of competitive strategy by restaurant business enterprise.

The high pluralism of the authors' opinions regarding the essence of the term “competitive enterprise strategy” (Appendix A, Table A.4) also leads to a diversity of views on the issues of selection of its types, which are not always correct. Thus, the conducted research suggests that in the scientific literature one can find an attempt to

determine the types of competitive strategy depending on who is the subject of evaluation of the implementation of the competitive strategy. From this point of view, they distinguish a competitive strategy for consumers, competitors, investors, business partners [202, p.84], while ignoring the fact that the studied category is an objective phenomenon of the modern dynamic market and does not depend on points of view of subjects of competitive relations.

Considering the fact that the competitive strategies of enterprises as a whole reflect the approach to doing business and the actions taken to attract consumers of products and services, successful competitive actions, strengthening the market position, development of competitive advantages. At the same time, it is important to ensure fair competition, adhere to business ethics, form a permanent clientele, increase customer affection and loyalty, etc. Considering this, depending on the market situation at a particular point in time, a competitive strategy may be active, offensive or defensive. Along with strategic measures, it also includes the tactical actions taken when necessary to respond quickly to competitors' actions. Compared to the overall corporate strategy, the competitive strategy is smaller, but more specific. Business corporate strategy determines the general direction of strategic actions and activities, which are divided by functional strategies according to their content, management plans, as well as the approaches of executors to their implementation. The competitive strategy reflects the plans of the top management regarding the methods of competition and attracting new consumers [33, p.28].

As the practice of strategic management shows, there is no universal competitive strategy for every restaurant business, because different strategies may be chosen for each business process, line of business, product or service. Managers of restaurant business enterprises must determine the most optimal type of competitive strategy, depending on the available resources, the state of the industry, strategic targets and capabilities.

Against this background, the main task for the management of restaurant businesses is a sound choice of competitive strategy, the implementation of which will maximize the effective use of its strong sides and opportunities and minimize

weaknesses and threats. The solution to this problem necessitates the study of existing approaches in the scientific field to the classification of competitive strategies.

Theoretical research has shown that practically all scientists recognize and support the basic competitive strategies proposed by M. Porter [161, p. 54]: cost leadership, differentiation, focus. According to this criterion the classification feature "competitive advantage in the market" is determined in literature. In our view, this approach is quite justified and can be applied to restaurant business enterprises. Since, as stated in subparagraph 1.2 ways of forming the competitive advantages of the restaurant business enterprise can be priced, which are provided on the basis of implementing the possibilities of purchasing cheaper raw materials for the manufacture of dishes from suppliers, the use of innovative technologies in the manufacture of dishes, which allows to obtain savings, etc.

Thus, according to researches of scientists [237; 238] cost leadership strategy is typical of most fast-food restaurant chains. This strategy ensures the following competitive advantages: low prices for products and services; satisfactory quality of products and service (high speed of service); standard set of products and services; standardization of business processes, concept elements, interior, personnel; high productivity; high resource efficiency, advanced advertising system, etc. The strategy is aimed at meeting the needs of the mass consumer. The Quick & Casual network of enterprises (establishments) is characterized by a cost-effective strategy based on the combination of the characteristics of a cost-leadership and differentiation strategies. The defined strategy ensures the presence and development of the following competitive advantages: a wider range of products and services (compared to fast service companies); high quality of products and service (higher degree of individualization of production and service); use of elements of new production and service technologies; high qualification of personnel, advanced system of advertising activity, etc. The focus of the strategy is on meeting the needs of both mass and individual consumers [237].

The differentiation strategy is aimed at emphasizing the uniqueness of the restaurant business enterprise (interior, atmosphere, quality of affairs, originality of the menu, nature of service, etc.). The strategy will be effective in the consumer market for which the name of the company is important, and the brand, the price of the product or service is a secondary criterion that determines its choice. While implementing this strategy, the enterprise focuses on a specific segment of the market, offering different types of menus.

Considering the key determinants of consumer loyalty to the restaurant business enterprise, identified as a result of the study (subparagraph 1.2), we consider it appropriate to classify competitive strategies by differentiation: product strategy, personnel strategy, service strategy, price strategy, image strategy. Their implementation will increase the level of competitiveness of the restaurant business enterprise according to the key criteria for the consumer.

The focus strategy, in our opinion, depends on the type of restaurant business enterprise (luxurious restaurant, fast food restaurant, cafe, bar) and the target consumer group (from students to VIP-segment). Using a focus strategy, even a small restaurant business enterprise can be profitable, while concentrating on a certain competitive niche if it has unique restaurant products or benefits at a cost, with the market share being insignificant [161, p.98.]. It should be noted that luxurious restaurant chains are guided mainly by a focus strategy that gives the opportunity to compete due to such competitive advantages: unique concept of enterprise (establishment); uniqueness of products and services; high quality of production and service; high level of individualization of production and service; high qualification of personnel; use of new technologies of production, service, management, advanced marketing activity system, etc. [238].

An important classification feature that characterizes the possibility of improving the competitive position is the "initial position of the firm in the market." By definition, American marketer Little A. identifies the following types of strategy: the strategy of leaders, the strategy of enterprises with a strong position, the strategy of enterprises holding a favorable position, the strategy of enterprises occupying a

satisfactory position, the strategy of enterprises occupying a poor position [111, p .39]:

- Dominant position is very rare. The restaurant business enterprise can occupy it provided that its competitors exceed all the determinants of consumer loyalty (products, personnel, atmosphere, service, price and image) and have a wide range of opportunities to influence the behavior of competing enterprises and have a wide range of strategic development vectors;

- Strong position is characterized by the fact that the competitive advantages achieved allow the restaurant business enterprise to have a high degree of freedom regarding the choice of independent strategic options for development, while maintaining its own competitive position in the market. The restaurant business enterprise has a unique concept that enables it to maintain its business at a relatively high level of security compared to competitors;

- Favorable position is found in fragmented markets, where none of the competitors has a clear position in the market and competitive enterprises have a high degree of freedom. The specialization of the restaurant business enterprise in a narrow niche allows to maintain a favorable competitive position, which can be maintained for a long period of time, but there is no chance to improve its competitive position;

- Satisfactory position is characteristic of restaurant business enterprises, which are usually vulnerable to the fierce competition of restaurant business enterprises that have an active and strong position in the market. The acquired competitive potential allows them to maintain viability and justify their existence in the market. Opportunities to change market position are significantly limited, and profitability is achieved and maintained through specialization;

- Unsatisfactory position implies that the restaurant business enterprise has a number of critical weaknesses that prevent it from maintaining consumer loyalty and generating profits. Enterprise initiative is usually unsatisfactory, even if there are market opportunities that can be used to improve them. The low competitive potential of the enterprise does not allow to resist competitive pressure. If the enterprise does

not take any action to change its current position, it is likely to lose its customer or even voluntarily leave the restaurant business [107, p.137].

The approach to the classification of competitive strategies by market share proposed by F. Kotler is noteworthy. In his study [107, p.271] the scientist distinguishes the following types of competitive strategies: market leader strategy, Challenger strategy, follower strategy, niche strategy.

Market leadership is characteristic of those restaurant business enterprises competitive potential of which allows them to maintain the balance of interests of restaurateurs and customers. To maintain a competitive position, enterprises use non-standard methods of customer engagement and have a highly developed corporate culture. The market leader determines changes in pricing policy, directions of innovation, intensity of advertising and marketing activity. That being said, he is an innovator in marketing mix models. A market leader exists in every industry, in every sphere of business, in every commodity and territorial market [107, p. 123]. Challengers are those enterprises that occupy the second or third market positions, are successfully and rapidly developing, and the vector of strategic tasks of which is aimed at expanding their market share [185, p.124]. Restaurant business enterprises that follow a follower strategy invest little in R&D because they mostly use innovations developed by other enterprises. As a result, their restaurant products are derived, not original, and are therefore able to offer consumers similar restaurant products at lower prices than their competitors. That is, by implementing a policy of "following" the leader, they retain existing consumers. Niches are restaurant business enterprises that have their own unique competitive advantages. The niche market is a specific or purposeful subgroup of the wider market [185, p.12]. A niche marketing strategy is aimed at delivering a product or service to meet the needs of a specific audience or target group, enabling long-term success. The specialization can be classified according to the following characteristics: by geography, by end consumer, by the ratio "price - quality of goods", by service; according to the types of consumers [139, p.83].

Noteworthy is the approach to the classification of the competitive strategy on the sign of "dependence on the stage of the life cycle" (I. Adizes, G. Osovskaya, O. Osovsky, S. Pokropivny, V. Kolot) [209, p.54], according to which allocate : a

strategy for birth, creation, growth, maturity and decline. The stage of birth is the creation of the initial concept of the enterprise, that is, the idea itself is born, which needs further implementation. At this stage, the main task for enterprise owners is to correctly identify the strategic vector of future activity, based on the study of unmet consumer demand and market trends and consumer trends [159, p.170]. The stage of creation provides for official registration of the legal aspects of the enterprise activity. The main goal during this period is survival, since, as statistics show, most start-ups cease to exist at this stage because they cannot provide an adequate level of competitiveness. During the growth, the company develops the market [76, p.98]. The stage of maturity is characterized by steady growth and final consolidation of competitive positions in the market. At the stage of decline (stagnation) the main task facing the management of the enterprise is its revival due to the renewal of strategic potential [5, p.78].

The classification of competitive strategies developed by G. Azoev is based on the concept according to which the enterprises operating in a certain market segment are divided into enterprises-leaders, enterprises with strong competitive position, enterprises with weak competitive position and enterprises-outsiders [7, p. .109]. G. Azoev notes that "... the combination of different competitive strategies in practice is not only possible but also more effective than the implementation of one strategy" [7, p.65]. In our opinion, the scientific position of G. Azoev is relevant for the activity of the restaurant business, because there are many examples of successful combination of different types of competitive strategies in the practical activity of the restaurant business.

The matrix of opportunities for goods and markets, which was first proposed by I. Ansoff [11, p.132], belongs to classical models of competitive strategies. According to the proposed matrix, the following types of strategies are distinguished according to the criterion of "market / product development focus", namely, market penetration strategy, market development strategy, new product development strategy, product differentiation strategy, market differentiation strategy. The market penetration strategy is aimed at existing products and markets. Sometimes "cost

savings" or "improve what you already do" names are sometimes synonymous with this strategy. It is effective if the market is growing or not saturated. Strategy for the development of new products is focused on new products for formed and long-developed markets. It is used when an enterprise has a number of successful types of products that are popular with customers. Market development strategy involves entering new markets with previously mastered products. The purpose of the manufacturer is to increase sales of existing products and services, even by providing consumers with new opportunities to use them. The strategy of diversification is applied in conditions when it is necessary to reduce a high degree of dependence of the manufacturer on a certain type or assortment of product group, including in the case of care for an unpromising market segment [11, p.187].

Considering the dynamics of competitive behavior the competitive strategies highlighted by A. Kuznetsov [114, p.117], namely offensive and defense should also be accented. The purpose of an offensive competitive strategy is to increase profitability by maximize the use of the effect of experience. The link between profitability and market share is mainly found in mass production, where competitive advantage is associated with cost savings. However, it is clear that there is a certain limit, in which further growth of market share becomes unprofitable. Another danger of a very large share of the market is the attention of the bodies that control the balance of the competitive environment [108, p.28]. A passive (defensive) strategy can be receptive and adaptive. Receptive is characterized by restriction of innovations, use of already proven management decisions and methods is characteristic for receptive. Adaptive, by contrast, is focused on finding new solutions and striving to be among innovators [100, p.48].

Typical for the current stage of development of the restaurant industry tendencies of aggravation of competition and the increasing pace of change in consumer requests necessitate the tuning and, accordingly, the introduction of technical and organizational and technological innovations. With this in mind, successful implementation of a competitive strategy is possible only on the basis of the innovative orientation of the restaurant business enterprise. In the context of this

aspect, some scholars supplement the basic composition of competitive strategies with innovative and rapid response strategies [70, p. 48-50]; early market emergence (pioneering) strategy and synergic strategy.

Also in economic science, researchers classify competitive strategies by level of management (O. Wichansky) - corporate (portfolio), businesslike (business strategy), functional (detailing, supporting corporate and businesslike), operational (ensuring achievement of strategic goal) strategy [35, p.89]; by lines of activity (B. Karloff) - commodity (defines the perspective range of goods, the volume of its production and sales, development of new goods, technologies) and market (determines market behavior, organization of sales, etc.) strategies [93, p.148]; by level of globalization of enterprise (J. Tompson) - narrow specialization strategy, diversification strategy [269, p.127]; by functional criterion (P. Dol) - marketing, production, financial, organizational, social strategy [59, p. 37].

It is noteworthy that the approach in the economic literature proposed by scientists L. Ramensky and H. Frizevinkel [169, p.23], respectively, which in the formation of competitive strategies scientists draw parallels with varieties of competitive strategies, depending on "competitive behavior". According to this approach, the following types of competitive strategies are distinguished: violent, patent, commutative and exploratory. Within the biological approach to the classification of competitive strategies, the Ramensky-Grime system [107; 169], presented in table. 1.2. is noteworthy. This system is formed with consideration of the status of two groups of factors: resource availability and disruption. Violation is the result of the action of any external to the system (restaurant business) factor that causes the destruction of its part or destroys it entirely.

Table 1.2

Comparative Characterization of Competitive Strategies of Enterprises under the
Ramensky - Grime System

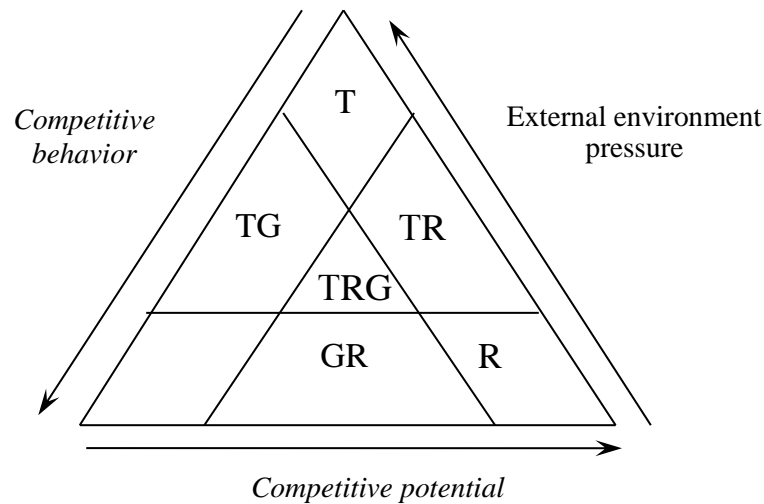
(developed by the author on the basis of generalization [107; 169])

Feature	<i>Type of strategy by L. Ramensky</i>		
	Violent	Patient	Explorant
	<i>The type of strategy by J. Graemeir</i>		
	Competitor (C)	Stress-tolerant (S)	ruderal (R)
Geographical scale of activity	National	Local	Regional
Competitive environment conditions	Favorable	Unfavorable	Favorable
Intensity of the influence of external factors on the activities of the restaurant business enterprise	Low	Low	High
Level of competition in the industry	High	Low	High
Level of competitiveness of products or service	High	Low	Medium
Type of reaction to environmental changes	Innovative	Adaptive	Urgent

It should be noted that, according to the two-dimensional Ramensky-Grime system, secondary competitive strategies that combine the characteristics of two or three primary types of competitive strategies ("C", "S", "R") are possible. These types of competitive strategies are: "CS" - violet-patient, "CR" - violet-ruderal, "CRS" - a mixed type of competitive strategy that combines the characteristics of violators, patients and rudeals.

In order to extend the existing approaches to the classification of competitive strategies of restaurant business enterprises, despite the "vegetable" origin, the approach to the classification of Ramensky-Grime strategies can be successfully applied in determining the optimal type of competitive strategy in restaurant business enterprises.

Adhering to biological approach, we have formed a system of competitive strategies for restaurant business enterprises, which is depicted as the "Grime's Triangle". The model parameters, considering the key characteristics of the competitive strategy, defined in subparagraph 1. (Figure 1.4) are: external environment, competitive potential and competitive behavior. The letters in the corners of the triangle (T, G, R) denote the three primary types of competitive strategies of restaurant businesses, the combination of two and three letters (TG, T-R, GR and TRG) - characterize the secondary (combined) types of competitive strategies (Figure 1.9).



*Figure 1.9. Model of competitive restaurant business strategies formation
(author's development)*

Aggressive type of competitive strategy "Segment T" is characteristic for the restaurant business enterprises with high level of competitive potential and considerable opportunities to withstand the negative influence of environmental factors.

Conservative type of competitive strategy (Segment R) is characteristic of restaurant business enterprises with significant competitive potential, which allows them to function successfully in the absence of resources or in the presence of external conditions that limit their consumption (for example, in conditions of limited financial resources able to quickly adapt the recipes when forming to strengthen the emphasis on the use of "economical" ingredients, while not reducing the proper quality of the dishes).

A protective competitive strategy (Segment G) is characteristic of restaurant business enterprises that are able to adapt and "find benefits" as the intensity of external factors increases. To maintain competitiveness, these restaurant business enterprises use standard resources at times when they are provisionally unclaimed by other restaurant businesses.

Changing the transition type of competitive strategy to one of its possible primary types (T, R, or G) occurs as a result of the dynamics of model parameters (changes in environmental pressure, changes in the level of implementation of competitive potential and competitive behavior).

The proposed approach to the formation of a competitive strategy, in our opinion, is quite reasonable, since the coordinates of the three-dimensional model are formed with the following assumptions: the pressure of the external environment for the restaurant business enterprise is relatively the same, but the ability of the restaurant business enterprise to resist the pressure of the external environment is different, which is determined by the level of implementation of its competitive potential and characteristic type of competitive behavior. Given the static pressure of the environment on the activities of the restaurant business enterprises, but when one or two other parameters (level of implementation of competitive potential or change of competition policy) change, the type of competitive strategy changes. Accordingly, changing all three parameters of the competitive strategy also alters the competitive strategy of the restaurant business enterprise. Against this background, restaurant business enterprises should systematically monitor the process of forming a competitive strategy. As changes in the conditions of management place the restaurant business with new strategic tasks that necessitate a corresponding change in the competitive strategy and, accordingly, determine the vector of other management decisions.

Bearing in mind that every restaurant business enterprise is an integral "organism" where there are no minor roles, and the interior, atmosphere, space, influence the impression and emotional perception of the restaurant service, an important aspect that must be taken into account when formulating a competitive strategy is emotional aspect. Practical experience of restaurant business enterprises shows that emotions experienced by restaurant customers affect satisfaction, willingness to pay a higher price, reuse it and share positive experiences with other people. In order to achieve positive emotions from the customers, restaurant business enterprise must formulate a competitive strategy so that "investing in the emotions" of consumers is converted into a positive economic effect for the enterprise.

In the context of consumer behavior management, V. Tamberg and A. Badin introduce the concept of "emotioning". According to them, "... emotioning is an

influence on the subconsciousness of the consumer, an appeal to his emotional sphere" [188]. Certainly, the emotions of consumers describe the value of the restaurant service, which is recognized by the consumer, demonstrating his choice to potential consumers while expanding his customer base. Considering the possible effects of emotioning, it is possible to distinguish two types of competitive strategies of restaurant business enterprises: emotional resonance and addictive pleasures.

A competitive emotional resonance strategy can be defined as a way to create a certain positive mood for consumers while passing information about a restaurant business to another audience. As a result, a potential audience of consumers is formed, who have a desire to visit this establishment in order to receive similar emotions. The implementation of this type of strategy will enhance even the small competitive advantages of the restaurant business.

The competitive strategy of addictive pleasures is aimed at consumers who are "suffering" from the syndrome of pleasure deficiency, which is manifested in the constant feeling of boredom [181, p.8]. The implementation of this competitive strategy is focused on the range of consumers who want to receive certain emotions from visiting the restaurant business.

Emphasizing the need to maintain competitive positions in the long run, the issue of determining the right vector of management decisions to respond to competitor action in certain circumstances and "asserting" their own advantages in the market is relevant. Considering this, the notion of "competitive behavior" in competition theory is quite reasonable. Based on the generalization of the scientific positions of the authors (Appendix A, Table A.4) regarding the definition of the essence of the concept of "competitive behavior", we conclude that in general, competitive behavior characterizes the result of implementation of the competitive advantages of the restaurant business enterprise in the complex of determinants of consumer loyalty (products , personnel, service, atmosphere, price, image) and determines the focus of strategic competitive decisions on ensuring and maintaining a high level of long-term competitiveness in the long run.

Given the possible alternative actions of the restaurant business enterprise to support and develop competitive advantages, depending on the type of competitive behavior, the following types of competitive strategies can be distinguished:

1. Innovative competitive strategy is oriented for the restaurants, which are actively introducing different kinds of innovations into their activities. Innovations are an effective tool through which the restaurant business enterprise creates an advantage over rivals (innovative menu, new types and technologies of cooking dishes, new forms of service, new technical and technological methods of serving the customers, new advertising).

2. Reproductive competitive strategy is characteristic of those restaurant business enterprises, which carry out their activities in the field of restaurant business for a long period and have a positive reputation among the consumers of their restaurant services. In order to retain regular customers and attract new ones, restaurateurs strive to copy their competitors' achievements in the shortest possible time, and with the commitment of consumers to ensure a high level of competitiveness.

3. An adaptive competitive strategy is characteristic of restaurant business enterprises, which provide a high level of consumer loyalty on the basis of timely adaptation to modern trends in nutrition and servicing in accordance with customer requirements and requests.

4. Supportive competitive strategy is characteristic of restaurant business enterprises, whose financial capacity is limited. However, enterprises have a positive image and good reputation, which allows them to maintain already acquired competitive advantages and meet consumer expectations on key determinants (products, personnel, service, atmosphere, price, image) through their continuous improvement. Because image is a dynamic phenomenon and changes under the influence of circumstances, new information and other environmental factors in which it exists. The conducted research allowed to improve the classification of competitive strategies of the restaurants (Figure 1.10).

Thus, according to the results of the conducted research, the classification of types of competitive strategy of the restaurant business enterprises has been further developed based on the systematization of the basic criteria and introduction of additional ones: by individualization (services, business needs, niche), specialization (target group, geographical extension, VIP-segment), differentiation (products, personnel, service, price and image), emotion (emotional resonance, addictive pleasures), competitive intentions (aggressive, conservative) A protective), which is the basis to evaluate the competitive potential and to formulate a competitive strategy for business entities in the restaurant business.

The proposed approaches to the formation of the competitive strategy of the restaurant business enterprises allow to expand and supplement the classification of types of competitive strategies and, accordingly, open up new opportunities for creating the competitive advantages provided by their realization.

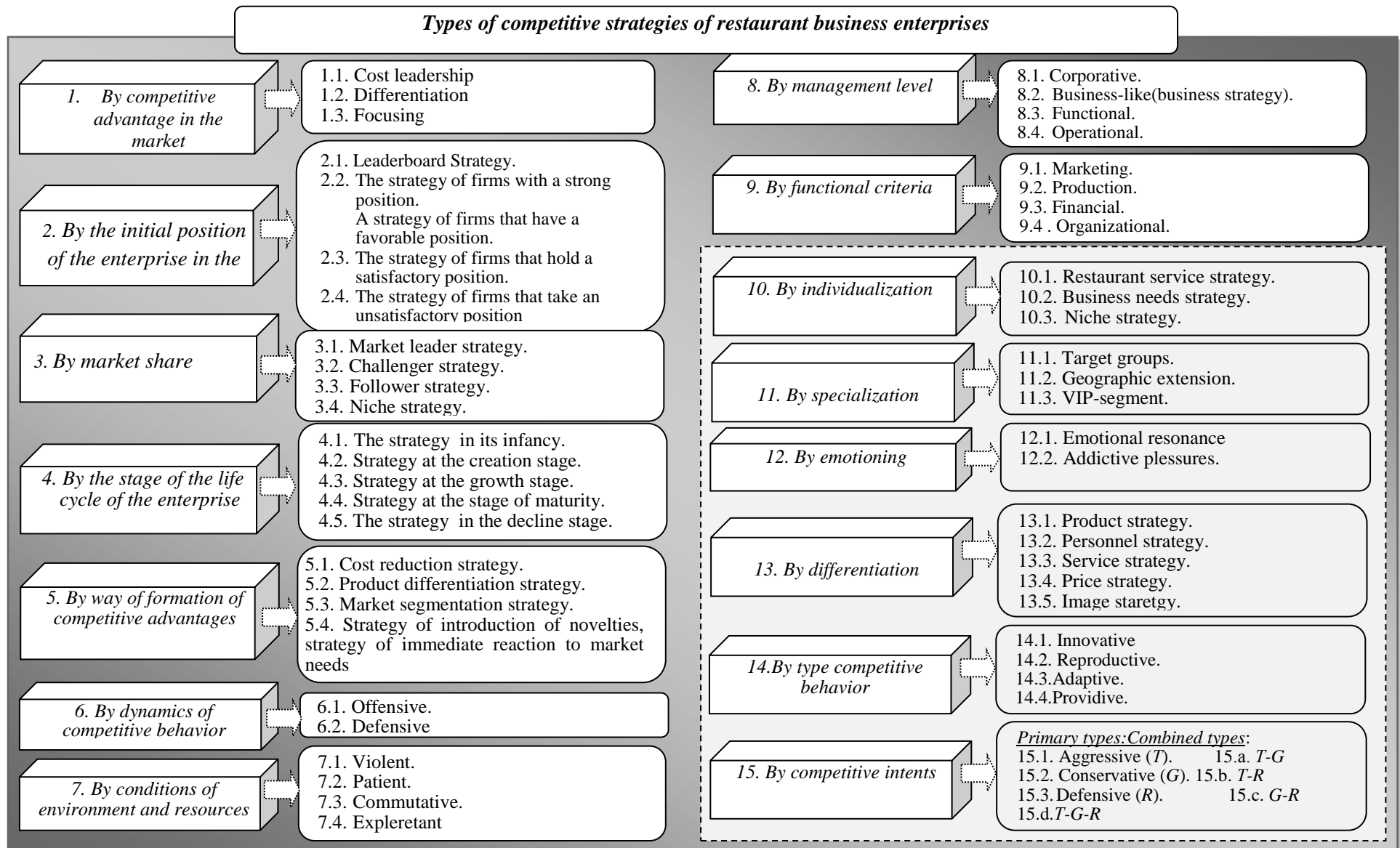


Figure. 1.10. Classification of competitive strategies of enterprises (developed by author on basis of generalization; 11; 33; 35; 59; 61; 70; 76; 93; 99; 100; 107; 111; 114; 139; 159; 161; 169; 185; 202; 209; 238; 238])

Conclusions to chapter 1

1. Based on the study of the essence of the concept of "competition", the stages of its development were systematized and characteristic approaches to (behavioral, structural, functional and strategic) were determined. According to the results of the content analysis of existing interpretations of the essence of this concept in the modern economic literature, it is established that competition determines the boundary of possibilities of achieving the best results of activity within a certain economic system, which includes other market participants, similar in specialization and functions.

2. The analysis of invariant interpretations of the essence of the concept of "competitiveness of the enterprise" allowed to create an informational basis for determining the characteristics of this concept, which focus on its complexity: 1) the ability to compete, withstand competitors; 2) the ability to offer competitive products (services) that meet the requirements of consumers; 3) ability to meet market requirements; 4) the ability to adapt to the dynamic conditions of competition; 5) the ability to deliver high performance against competitors. These characteristics should be considered when forming a competitive strategy of the restaurant business enterprise.

3. The results of the analysis revealed the presence of different approaches to defining the essence of the term "enterprise competitive strategy", namely: resource, client-oriented, competitive and integrated, and the main essential characteristics of the concept: focus on high level of competitiveness, retaining and attracting clients and supporting competitive advantages, external orientation and relativity over time, balance of local components of competitive potential were identified.

4. Based on the results of the study, the relationship between the basic concepts of the theory of competition is established, according to which the competitive strategy describes the logic of formation of competitive advantages and effective coordination of business resources in the realization of competitive potential in the process of creating consumer value.

5. In order to determine the key aspects of the formation of a competitive

strategy in the restaurant business enterprises, their types are investigated, a complex of specific functions is defined and characterized: production, realization, organization of consumption, social, information-communicative, value, recreational (relaxation), entertaining, cognitive, creative. The complexity and combination of the above functions (production and non-production spheres) broadens the field of competition for restaurant business enterprises and causes the complexity of the subject of competition in the restaurant industry.

6. Based on the existing developments in the field of research of sources of formation of competitive advantages, the peculiarities of the value creation chain in the restaurant business enterprises are defined: the range of products, the nature of service and the geographical scale of activity. The identified characteristics of value are the determining indicators of creation and development of competitive advantages of the restaurant business enterprise.

7. For the argumentative determination of the key determinants of the formation of the competitive strategy of the restaurant business enterprise, 10 working hypotheses have been put forward. In order to test the hypotheses for reliability and to form an information base for the reasonable choice of key determinants of forming a competitive strategy of a restaurant business enterprise, based on the application of the multicriteria assessment of the effectiveness of the Data Acquisition Analysis Method (DEA), key determinants (products, personnel, service, atmosphere, price, image) have been identified that affect customer satisfaction and loyalty in the restaurant industry..

8. Based on developments in the field of competition theory, a conceptual model of forming a competitive strategy of the restaurant business enterprise has been developed, which is based on scientifically grounded connection of the purpose, tasks, principles, industry peculiarities, sources and ways of forming competitive advantages, key determinants of consumer loyalty, and aimed at developing effective management decisions in the face of increased competitive pressure based on an understanding of the unity of all elements of the model.

9. It is proposed to consider the " competitive strategy of enterprise " as a complex model of actions of protection against the influence of competition forces

for a certain period of time, aimed at maintaining the existing and creating new competitive advantages, achieving the target level of competitiveness, sufficient for stable functioning and development under competitive pressure, strengthening of competitive position, through implementation and development of competitive advantages on determinants of consumer loyalty: products, personnel, atmosphere, service, and the image and in terms of the current competitive environment of the restaurant business.

10. Considering the necessity of choosing the most optimal and effective type of competitive strategy for the modern market, the existing approaches to the classification of competitive strategies based on the systematization of the main criteria and introduction of additional ones were expanded: specialization (services, business needs, niche), specialization (target group, geographical extension, VIP-segment), differentiation (products, personnel, service, price and image), emotioning (emotional resonance, addictive pleasures), competitive intentions (aggressive, conservative, protective), which is the basis for assessing the competitive potential and shaping the competitive strategy of business entities in the restaurant business.

CHAPTER 2.
MODERN STATE OF FUNCTIONING OF RESTAURANT BUSINESS
ENTERPRISES AND ESTIMATION OF THEIR COMPETITIVE
POTENTIAL

2.1 Analitic rating of Ukraine`s restaurant business enterprises development tendencies

When making strategic decisions about competitive development of business, one should have a clear understanding of the trends and transformations that are happening in the industry market. The latter is especially relevant in those areas of economic activity, where enterprises have extensive functional specialization. Restaurant industry is one of those areas, within which networks of various types of restaurant business enterprises / establishment are being developed. The restaurant business enterprise is an enterprise that combines the arts and traditions, mechanisms of work and marketing experience, service philosophy and the concept of forming a potential audience. The key purpose of the activity of the enterprises of restaurant farms, as noted by M.I. Hindaie "... meeting the needs of the population in the organization of food and leisure with the help of manufactured or purchased products and services" [42, p.302].

The developed restaurant industry is the key to the development of the economy of the country as a whole. The dynamic development of the industry causes the emergence of different types of restaurant business enterprises and their corresponding formats, which contributes to the most complete satisfaction of different needs of consumers. The restaurant business is one of the promising elements of the tourism sector of economy.

The restaurant business is the sector of economy that will remain one of the most dynamic in the economy of Ukraine in the near future. This sector of the economy is extremely attractive for investing, given the high capacity and

incompleteness of the market. Gradually, the out-of-home food market will move closer to the most progressive Eastern European markets, on the one hand contributing to the increase in demand for food raw materials, and on the other, generating an aggravation of competition in this sector of the economy [30, p.21].

The restaurant business has a quite long and interesting history of formation and development. During its existence, the restaurant business has been modifying and changing, and new types of restaurant business enterprises have emerged (Figure 1). It should be noted that each stage is characterized by a certain emphasis in the organization of nutrition according to changes in national traditions, requirements and requests of consumers.

As the data shown in Figure 2.1, The modern restaurant business is represented by a wide variety of types of establishments: from classic fast food to authoritative high-end restaurants.

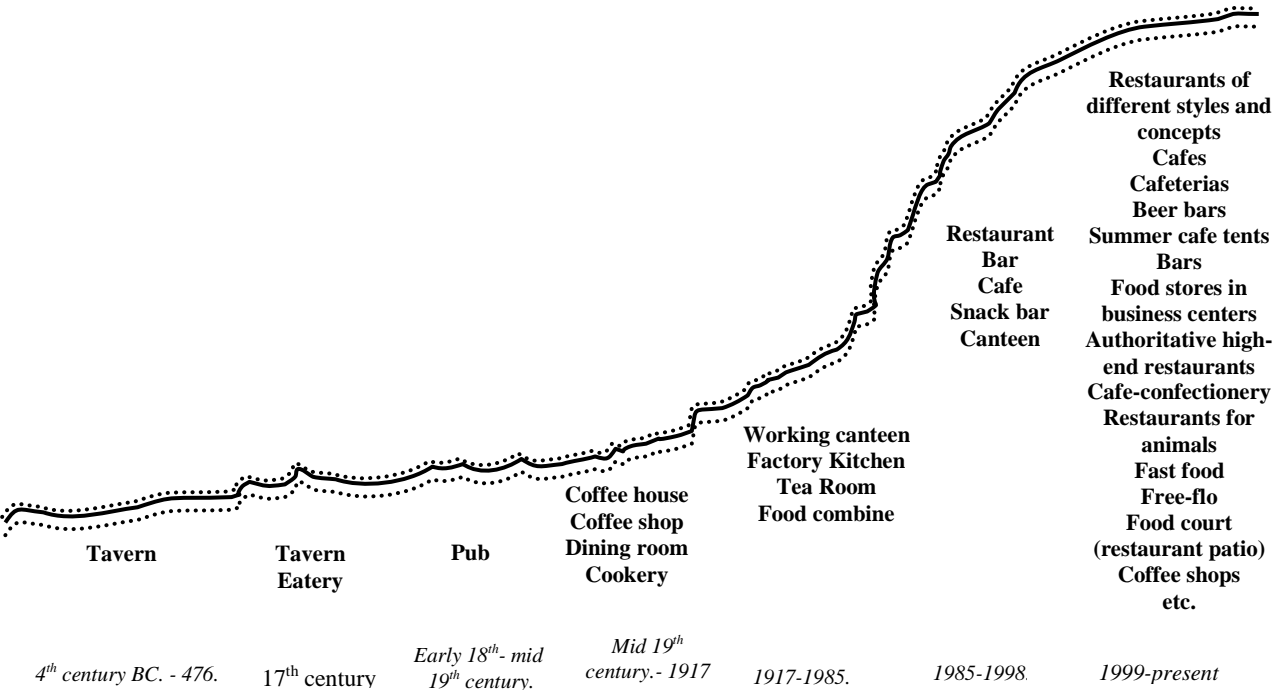


Figure 2.1. Evolution of types of restaurant business (developed by the author on the basis of generalization [31; 50; 64; 136; 152; 226] and own observations)

At the same time, restaurateurs are actively exploring new trends for the development of the restaurant business, new ideas for increasing customer loyalty

occurring in the domestic and worldwide markets of the restaurant business. According to the Forbes Ukraine website, "..despite of the crisis, many new restaurants are opening in Ukraine today, and those that have already been opened are gradually being changed and modernized" [49, p.58].

The basic directions of development of modern technologies in the restaurant business establishments are: creation of restaurants by the type FreeFloor; opening of food courts; creation of conceptual enterprises of restaurant business; expansion of the network of virtual restaurants or "table-less restaurants" that provide online ordering and delivery to the consumer; cooking in the presence of visitors; organization of catering services, etc. Free-float restaurants have a new format with a combination of fast food and buffet style, where the customer has the freedom to choose and have direct access to the goods, dominated by low prices and fast service [1].

The situation in the restaurant services market of Ukraine (as well as in other countries of the world) is changing under the influence of economic, political, demographic and other factors, it is constantly undergoing certain structural transformations, including those related to the specialization of enterprises / establishments of the restaurant business[152, p.69]. In this regard, identifying current trends in the development of restaurants in Ukraine is an urgent problem. The solution of which will allow to make sound managerial decisions on determination of competitive advantages and formation of strategic directions of development of both the branch of restaurant industry as a whole, and individual enterprises of restaurant business.

To solve the identified problem, the main tasks are defined, which are to analyze the state and tendencies of the development of the restaurant business enterprises in Ukraine, to identify the main factors that cause changes in the development of the restaurant business enterprises and to generalize future trends in the industry in the future.

The modern conditions of entrepreneurial activity in the restaurant business in Ukraine have an increased level of complexity due to high dynamism and high risks.

The development of the restaurant business depends on the general tendencies of the economy of the state, the situation of the consumer market, the emergence of new formats under the influence of the development of innovative technologies. In addition, the activity of restaurant business enterprises is greatly influenced by the high elasticity of demand for products by consumer income, price and quality, given the differentiation of consumers by income level; the presence of cross elasticity; ability to generate new demand and exacerbate all forms of competition. Features of demand for culinary products are determined by the specifics of the restaurant business enterprises. Produced products enter the personal property of the consumer and enter the final stage of movement of the product - the sphere of consumption. Part of the purchased goods is sold in enterprises, bypassing the stage of production, and part of the products is sold after the stage of production [150, p.16]. In the industry, the individual nature and time constraints of product consumption are particularly pronounced; significant fluctuations in demand during the day, week and seasons; the presence of cross elasticity and unpredictability of the causes and nature of the formation of new demand. To this is added such a specific feature of the restaurant industry, as a high role in shaping the demand of internal factors, which in the conditions of Ukraine have a predominantly negative impact [64].

The restaurant market is one of the most dynamic markets in Ukraine. It is extremely sensitive to the economic situation, currency fluctuations and social factors. For the last two years (2016–2017), it has been actively trying to recover from the political and economic crisis of 2014–2015. A survey found that nearly 5600 catering enterprises have disappeared in the 2014-2015 period. According to Rest Consulting [9], about 1500 of these restaurants closed due to the crisis, and a little more than 4 thousand remained in occupied Crimea and the ATO area. The volume of the entire Ukrainian restaurant market is estimated by analysts at UAH 30 billion. And by the number of establishments (more than 15 thousand), it has already reached the pre-crisis 2013 indicators (not including establishments in the Crimea and the ATO area) [43].

The analysis of the activity of the restaurant business enterprises for 2013-2017 carried out by the official data of the State Statistics Service of Ukraine provided an opportunity to estimate their dynamics of quantity and structure (Table 2.1).

Table 2.1

Dynamics of the number and structure of restaurant business enterprises by their size in Ukraine during 2013-2017 [50]

Indicators	Years					Absolute deviation from previous year, +/-			
	2013	2014	2015	2016	2017	2014	2015	2016	2017
Number of restaurant business enterprises, units, including:	10996	7885	7700	6544	7300	-3111	-185	-1156	756
prominent	1	1	1	1	2	0	0	0	1
middle-sized	430	291	246	243	261	-139	-45	-3	18
small, including:	9665	7593	7453	6300	7031	-2072	-140	-1153	731
microenterprises	7916	6312	6272	5116	5822	-1604	-40	-1156	706
Share of prominent and average enterprises in the total number of restaurants, %	3,92	3,70	3,21	3,73	3,60	-0,22	-0,50	0,52	-0,13
Microenterprise share in: - the total amount of PWG, %	71,99	80,05	81,45	78,18	79,75	8,06	1,40	-3,28	1,57
- the total number of small enterprises in the restaurant business	81,90	83,13	84,15	81,21	82,80	1,23	1,02	-2,95	1,60

** made according to official data of the State Statistics Service of Ukraine [55] by type of economic activity "Temporary accommodation and catering" and without taking into account the Autonomous Republic of Crimea and parts of the area of anti-terrorist operation.*

Analysis of the data in Table 2.1 shows that the coincidence of domestic and economic crises in 2014-2015 against the backdrop of the global economic crisis caused a downward trend in the number of industry in 2014-2015. So, if in 2013 the number of restaurants in Ukraine amounted to 10,996 units, in 2015 their number was 7,700 units, and in 2016 - 6544 units. According to studies conducted by H.T. Piatnytskoiu "... at the end of 2014, due to the aggravation of the military situation in Ukraine, some of the restaurant business enterprises decided to cease their activity in the restaurant services market of Ukraine (also due to sharp deterioration of financial indicators and a high level of uncertainty about the prospects for their improvement.) or partially curtail their activities and / or review the implementation of their strategic development plans. Among the most common management decisions of the time

were the decisions to review the pricing policy of the restaurant business enterprise and to look for cost reduction items. During this period, a number of restaurant business enterprises, which began to sharply raise their prices for their products, made a big mistake, which cost some of them the loss of part of regular customers, and others even led to the situation when the only solution was the termination of activity”[152, p. 70].

Therewith, in 2017 there is a positive trend in the growth of the number of restaurant business enterprises. According to official data of the State Statistics Service of Ukraine, the number of restaurant business enterprises in 2017 amounted to 7300, which is 756 units. more than in 2016.

According to the data given in table. 2.1 restaurant business enterprises operating and developing in Ukraine are mostly small in size. Thus, the results of the study show that the share of small enterprises in the 2013-2017 period is an average of 94%. Thus, if in 2013 the share of micro-enterprises in the total number of restaurant business enterprises was 71.99%, in 2017 their share increased by 7.76% compared to 2013 and amounted to 79.75%. At the same time, the proportion of large restaurant business enterprises remains insignificant. During 2013-2016, only one large restaurant business enterprise operated in the country (Section I, Temporary Placement and Catering, in NACE-2010). At the same time, it should be noted that in 2017 there were 2 large enterprises operating in the restaurant industry in Ukraine. In 2017, the share of large and medium-sized restaurant business enterprises was 3.60%, which is 0.13% less than in 2016.

The dominance of small enterprises (mainly even micro-enterprises) was primarily driven by the advantages that under the provisions of the Tax Code of Ukraine [156], according to which business entities can apply a simplified system of taxation, accounting and reporting. The advantage of small and medium-sized businesses in the restaurant business is public. support and development programs. For example, the European Small and Medium Business Support Program “Competiveness of Small and Medium Enterprises (COSME)” is being actively implemented in Ukraine, combining a set of thematic projects and programs for the

period from 2014 to 2020 with a total budget of € 2.3 billion. The list of programs defined by the European Commission is changed and presented annually in a separate document - the Work Program, which in 2017 consists of 22 sub-programs in three directions: facilitating entry into foreign markets; improving conditions for competitiveness; forming a culture of doing business. Among these programs, for example: European Enterprise Network EEN, Erasmus for Young Entrepreneurs, Internationalization of SME Clusters, Tourism Development, Facilitating Access to Government Procurement, etc. [122].

Exploring the structural transformations of the restaurant industry H. Piatnytska, O. Hryhorenko and V. Naidiuk explain the general increase in the number of restaurant business enterprises by the development of restaurant business enterprises in the composition of enterprises of other (other than restaurant) types of economic activity and identify the following main causes of this dynamics [152, p. 39]:

- 1) the use of an insourcing approach when it comes to catering at the place of work, studying, treatment, etc., which is characteristic of enterprises in the fields of education, health care, some industrial enterprises, etc. ;

- 2) business diversification in order to ensure a more efficient internal distribution of capital in the enterprise, maximize its profits and reduce the risk of losses. Examples of enterprises operating in the field of restaurant business of connected (related) diversification are enterprises of wholesale and retail trade in foodstuffs, agricultural enterprises, hospitality industry enterprises, etc.

Investigating the current trends in the development of the restaurant industry in Ukraine, it is usually necessary to focus on economic indicators (Table 2.2). One of the indicators that characterizes the performance of the restaurant business enterprises is the volume of sales of goods and services, which in the period 2015-2017 shows a positive dynamics.

Thus, according to the data given in table. 2.1, the volume of sales in 2017 amounted to UAH 28554,8 million, which is UAH 5471 million more than in 2016 and 70.71% more than in 2014. Such dynamics indicate an increase in consumer

spending on food outside the home. Analyzing the volume of products sold per restaurant business enterprise, we should also mention the increase of this indicator in 2017 by 10.89% compared to 2016, which is due to the excess of the growth rate of the sales of products over the growth rate of the number of restaurant business enterprises.

According to the data given in table. 2.2 decrease in the value of fixed assets in 2017 is estimated at UAH 9061.7 million compared to 2016, which is largely due to the high level of equipment wear and tear. According to the State Committee of Statistics of Ukraine for the restaurant industry, the depreciation of fixed assets is gradually increasing. Thus, if in 2015 the wear and tear was 35.6%, in 2016 it was already 41.9% [55]. The question of updating fixed assets is very acute for restaurant business enterprises.

Table 2.2

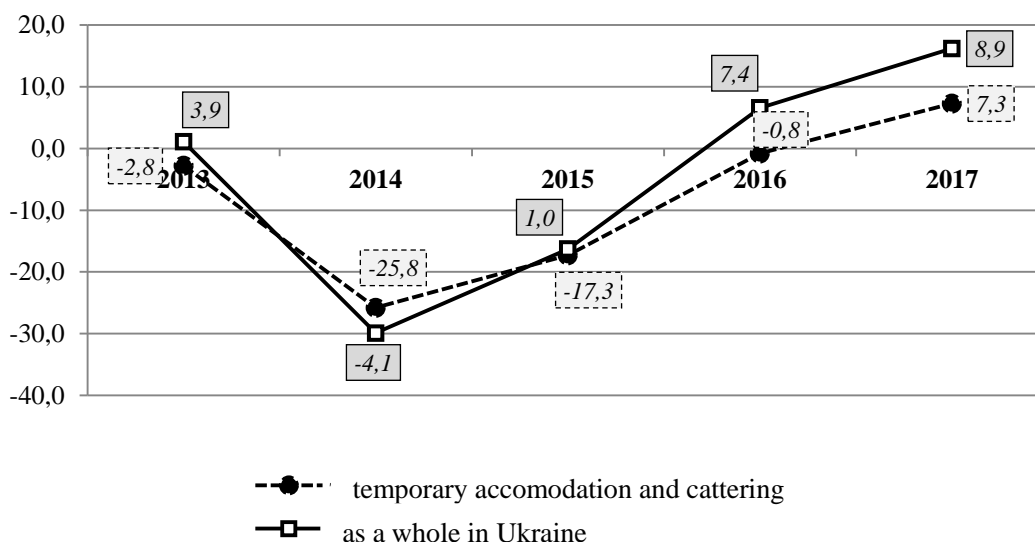
The main economic indicators of the development of the restaurant industry in Ukraine for the years 2012-2017 (built by author on basis of data [50])

The main economic indicators	2013	2014	2015	2016	2017	Deviation, +/-		The pace of change, %	
						2017 compared to 2014	2017 compared to 2016	2017 compared to 2014	2017 compared to 2016
Sales volume of goods, services, UAH million.	16726,9	14346,3	18250	23083,8	28554,8	11827,9	5471	170,71	123,70
Volume of sales per 1 restaurant business enterprise, UAH million.	1,52	1,82	2,37	3,53	3,91	2,39	0,38	257,14	110,89
Equity, UAH million	13786	3333,9	-3117,3	-6205,5	-3797,1	-17583	2408,4	-27,54	61,19
Net profit (loss), UAH million.	-1416,7	-6641,9	-6874,9	-1983,1	1743,1	3159,8	3726,2	-123,04	-87,90
Rentability (loss) of realization,%	-8,47	-46,30	-37,67	-8,59	6,10	14,57	14,70	-72,07	-71,06
Net profit (loss) per 1 restaurant business enterprise, UAH million.	-0,13	-0,84	-0,89	-0,30	0,24	0,37	0,54	-185,33	-78,79
Number of employees, thousand people	129,9	99,3	85,5	88,7	89,7	-40,2	1	69,05	101,13
Labor productivity, UAH million per person.	128,77	144,47	213,45	260,25	318,34	189,57	58,09	247,22	122,32
Cost of fixed assets, UAH million.	25571,8	19211	19958,6	21995,9	12934,2	-12638	-9061,7	50,58	58,80
Fund return, UAH million.	0,65	0,75	0,91	1,05	2,21	1,55	1,16	337,51	210,37

* compiled according to official data of the State Statistics Service of Ukraine [55] by type of economic activity "Temporary accommodation and catering" and without taking into account the Autonomous Republic of Crimea and parts of the area of anti-terrorist operation.

The conducted research of the main indicators of activity of the restaurant business enterprises in Ukraine shows that the devaluation of the hryvnia in 2014 had a negative impact on the formation of profits of the restaurant business enterprises. Thus, the profit of the restaurant business enterprises had a negative downward trend, which was mainly due to the increase in the cost of raw materials for the production of food, as well as alcoholic beverages. At the same time, there is a positive tendency to overcome the loss of restaurant business enterprises in 2017. If in 2015 restaurant business enterprises of Ukraine received a loss in the amount of UAH 6874.9 million, in 2016 its value decreased significantly compared to 2015 (by UAH 4891.8 million) and amounted to UAH 1983.1 million. In 2017, the restaurant business received a net profit of UAH 1743.1 million.

A characteristic feature of today, as M. Dyadyuk and O. Filippenko state, is the fact that "... in the conditions of preservation of essential problems and risks, Ukraine pursues a policy of further gradual alignment of economic principles to European norms, which has a positive impact on the business climate. Ukraine's European integration course is first and foremost a set of challenges that need to be answered. One of them is the need to increase the level of sectoral competitiveness of domestic restaurant business enterprises in a Euro-oriented external environment, and to increase investments in this sector of the economy, in particular related to the use of European resources. The main sectoral problems hampering the development of the restaurant market in Ukraine are the lower rentability of the restaurant business enterprises compared to other types of business (for example, trade, the rentability of operating activities in 2017 was 19.4%) "[64, p.78]. In order to study the dynamics of operating rentability, a chart has been drawn up (Figure 2.2).

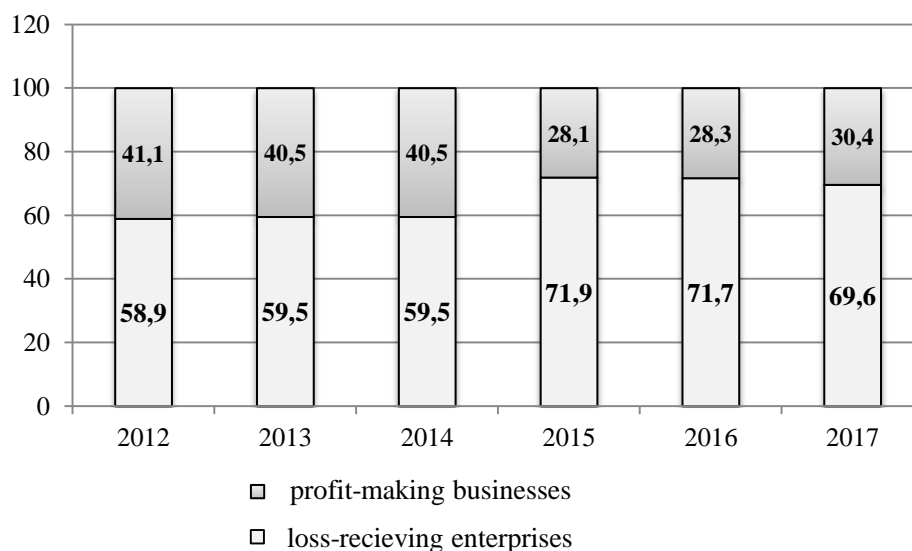


* - compiled by author according to the State Statistics Service of Ukraine [55] without taking into account the Autonomous Republic of Crimea and part of the area of anti-terrorist operation.

Figure 2.2. Dynamics of rentability of operating activities of the restaurant business enterprises in 2013-2017,%

According to the data given in Figure 2.2, since 2016, the performance of restaurant business enterprises has been gradually improving since 2016. Thus, if in 2014 the operating loss of the restaurant business enterprises was 25.8%, in 2016 its level decreased significantly and amounted to 0.8%, and in 2017 this indicator became positive and amounted to 7.3%. At the same time, comparing the level of rentability of the operating activities of the restaurant business enterprises with its level as a whole by the enterprises of economic activity of Ukraine allows to confirm its relatively low level. Compared to the overall level of rentability of operating activities of Ukrainian enterprises by type of economic activity in 2017, the level of rentability of restaurant business enterprises is lower by 1.6%, which indicates the need to develop the main ways to increase it.

Despite the positive tendency to overcome the loss and increase the financial result, the number of loss-making enterprises in the restaurant sector remains significant (Figure 2.3).



* - compiled by author according to the State Statistics Service of Ukraine [55] without taking into account the Autonomous Republic of Crimea and part of the area of anti-terrorist operation.

Figure 2.3. Structure of restaurant business enterprises by financial result before tax, in% of the total number of enterprises

According to the data given in Figure 2.3 the number of unprofitable restaurant business enterprises has reached a peak in 2015, when their share in the total number of restaurant business enterprises was 71.9%. It can well be explained by the economic and political crisis in the country. Starting in the second half of 2015, the Ukrainian economy has gradually moved into a phase of restoring macroeconomic stability and growth, which has a positive impact on the performance of restaurant business enterprises. Thus, in 2016, the share of unprofitable enterprises in the sector began to gradually decline compared to 2015 and in 2017 amounted to 69.6%. Undoubtedly, the main problem of the restaurant business at the present stage is overcoming the unprofitableness of the majority of its business entities, but the positive tendency to increase the number of profitable ones (by 2.1%) and, accordingly, the share of unprofitable restaurant business enterprises of Ukraine draws attention.

Investigating the tendencies of development of equity capital (Table 2.2), we note that its size gradually decreases over five years, so that in 2013 and 2014, accordingly, UAH 13786 million and UAH 3333.9 million respectively, since 2015,

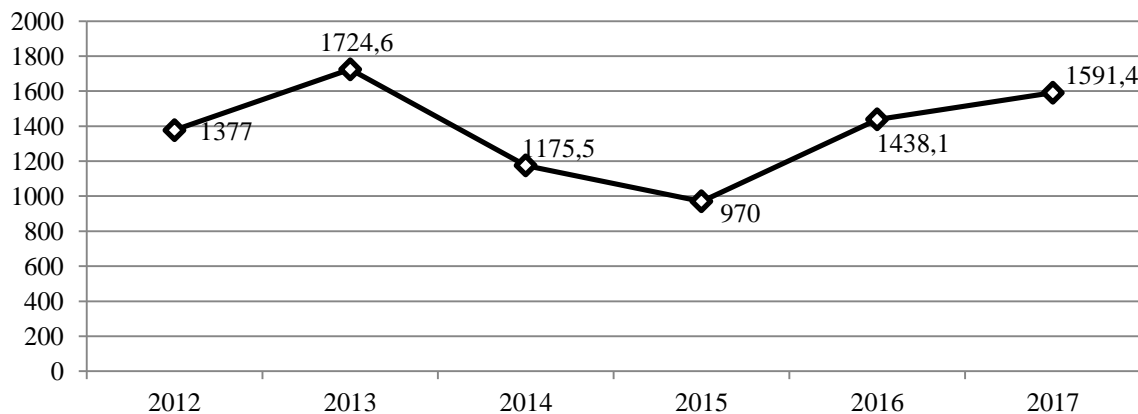
the equity of restaurant business enterprises has been negative, indicating its lack. In 2017, the lack of equity of restaurant business enterprises amounted to UAH 3,797.1 million. Such negative dynamics of the equity of the restaurant business enterprises is caused by the reduction of the net profit margin and the decrease in the level of rentability, since the amount of the loss follows on retained earnings and accordingly the amount of the equity capital.

The result of the resumption of the dynamic development of the restaurant business enterprises of Ukraine after 2014 is a positive trend of increase in the number of employees in the restaurant business, which is the result of an increase in the number of enterprises in the field. Analyzing the dynamics of the number of employees in the restaurant business enterprises during 2012-2017, we note that the tendency of their reduction is similar to the trends in the number of enterprises in the field. Thus, if in 2013 the number of employees in the restaurant business amounted to 129.9 thousand people, in 2015 it decreased significantly by 34.18% compared to 2013 and amounted to 85.5 thousand people. However, since 2016, the number of employees in the restaurant industry has started to increase gradually. Thus, in 2017 the number of employees amounted to 89.7 thousand people, which is 1.13% more than in 2016.

The state of development of any sector of the economy depends directly on cash flows. The sphere of restaurant business is no exception. According to the leading experts in the field of estimation of tendencies of development of the restaurant business enterprises [30; 42; 50; 64; 152] investing in the restaurant business is advantageous, since the payback period is only 2.5 years, and the level of rentability ranges from 15 to 30%. At the same time, comparing with the profitability of production, where the payback period is more than 6 years and the level of profitability from 3% to 4%, it becomes obvious that the sphere of restaurant business research is investment-attractive for investors [50, p. 146].

The positive trend in 2016-2017 is an increase in the volume of investments in the restaurant business. Big Ukrainian and foreign investors are interested in the industry. One of the trends in the development of the restaurant industry is the

increase in the share of network projects. According to various estimations, the share of network enterprises is 25-35% of restaurant business enterprises and continues to increase [42, p.303]. The dynamics of investing in the fixed capital of the restaurants in Ukraine is clearly shown in Figure 2.4.



* - compiled by author according to the State Statistics Service of Ukraine [55] without taking into account the Autonomous Republic of Crimea and part of the area of anti-terrorist operation.

Figure 2.4. Dynamics of investments in the capital of the restaurant business enterprises in Ukraine and Kharkiv region for the period, UAH million.

According to the State Committee of Statistics of Ukraine in the field of restaurant business in 2017 was invested UAH 1591.4 million, which is 10.66% more than in 2016. The total amount of investments during 2015-2017 is gradually increasing. This leads to the conclusion about the high investment attractiveness of the restaurant business for investors. To maintain this trend, the management of the restaurant business enterprises needs to place the main emphasis on the introduction of innovative projects and new formats for organizing the activity of the restaurant business enterprises, as the main factor for ensuring sustainable competitive advantages in the long run.

Summarizing the results of the analysis, it should be noted that the decline in entrepreneurial activity of restaurant business enterprises in the 2014-2015 period due to the decrease in demand for restaurant services as a result of the difficult stage of development of the economy of the country, helped to intensify. This is evidenced by

the positive dynamics of the main indicators of financial and economic activity of restaurant business enterprises in 2017.

Considering that each region of the country has different structural indicators of the activity of restaurant business enterprises, which is related primarily to the economic and financial sustainability of the region, the question of the study of the structure of restaurant business enterprises in the largest and economically developed regions becomes relevant, since these regions form and determine the main tendencies of development of the whole branch of restaurant business in Ukraine (Figure 2.5).

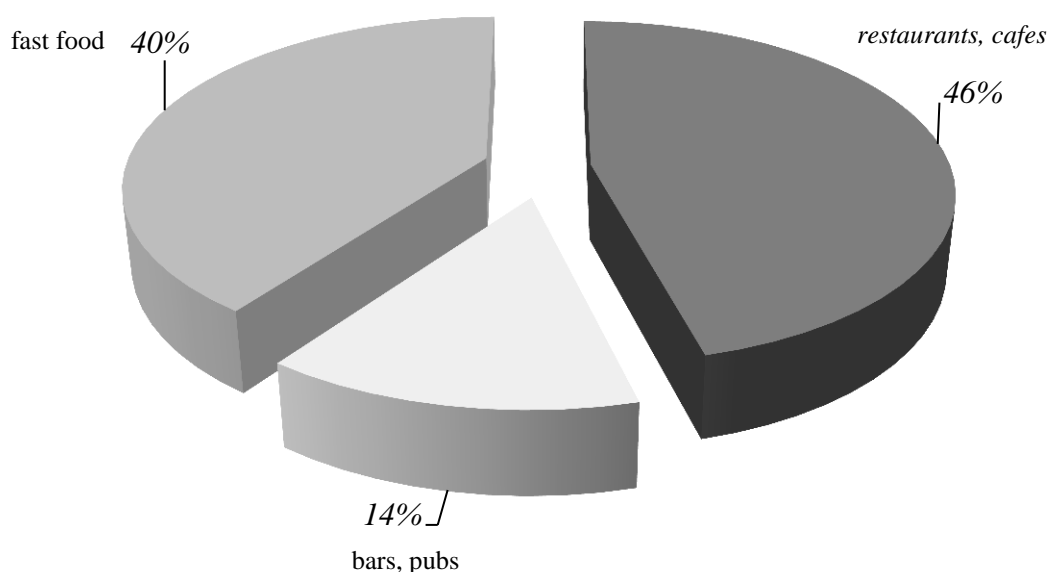


Figure 2.5. Structure of restaurant business enterprises in the largest cities of Ukraine (Kyiv, Lviv, Odessa, Kharkiv, Zaporizhzhya and Dnipro) in 2017,% (built by the author on the basis of data [139])

The analysis of the general structure of restaurant business enterprises in the largest cities of Ukraine, presented in Figure 2.5, namely: in Kyiv, Lviv, Odessa, Kharkiv, Zaporizhzhya and Dnipro, we can conclude that the greatest share is characteristic of establishments such as restaurants and cafes - 46%, the share of bars and pubs in the overall structure is 14%, and Fast Food - 40%.

Analyzing the development of the restaurant business in the territorial section (Figure 2.6), it should be noted that the structure of establishments in each place has

certain features, and the number of establishments of the restaurant business is determined by the development of tourist infrastructure of the region.

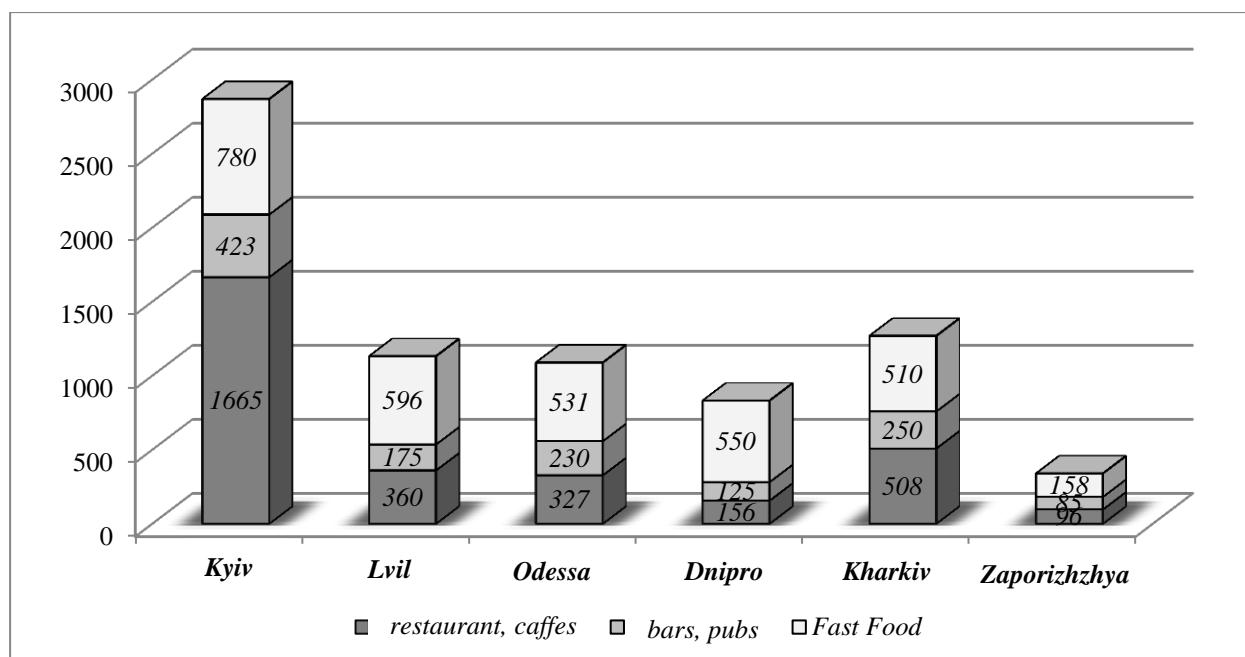


Figure 2.6. The number of restaurant business enterprises in the largest cities of Ukraine in 2017, one.

The number of restaurants and cafes (1665) is predominant in the structure of restaurant business in the city of Kyiv, 423 bars and pubs, and Fast Food - 780. The city of Kharkiv ranks second in number of restaurants. Where restaurants and cafes were 508 units, bars and pubs 250 units, and Fast Food accounted for 510 units Lviv is ranked third in terms of number of restaurant business enterprises, 360 restaurants, 596 bars and pubs, and 596 Fast Food establishments. In the city of Odessa the largest share of establishments is Fast Food - 531 units, restaurants and cafes are defined 327 units, And bars and pubs 230 units. The structure of the Dnipro establishments is also dominated by the Fast Food enterprises - 550, the restaurants and cafes are 156 and the bars and pubs are 125. Last in terms of the number of establishments of the restaurant industry is established in the city of Zaporizhzhya, where restaurants and cafes are identified 96 units, Bars and pubs 85 units, and Fast Food establishments - 158 units.

Today, the restaurant business in Ukraine is the most dynamically developed and highly profitable and, therefore, promising for investment and an attractive

segment of the domestic service market for entrepreneurs. The rapid growth of the catering sector, the accelerated pace of modern life, the growth of the general culture of the population in our country have led to the fact that in this segment of the market intensified competition. Domestic restaurant business enterprises are keenly challenged to adapt to the dynamic external environment and develop effective ways to meet changing consumer demands and requirements.

The main instrument by which a modern restaurant business enterprise can adequately respond to changes and adapt its operations to these conditions is a high-quality competitive strategy that must take into account the innovative aspect in today's competitive environment. Because various innovations provide certain benefits to both the business entity of the restaurant business (producers of restaurant products and services) and its customers (consumers of products and services of the restaurant business enterprise). It is necessary to fully support the view of M. Hind, who states that: "... despite the unstable economic situation in Ukrainian society, food establishments are in high demand compared to other places of rest or the means of organizing various events. The flexible policies of restaurant business enterprises make it possible to satisfy everyone's wishes. But against the backdrop of competition that arises in the restaurant business, there is a growing question of moving away from traditional methods of service, cuisine, entertainment and the expected contingent of consumers "[42, p. 301].

The constant dynamism of the development of market relations and the intensification of competition objectively require special attention to the problems of the development of the restaurant industry on an innovative basis, since the application in the practice of progressive forms and methods of service, the formation of new types of services determines the prospects of business entities in the restaurant industry.

Investigating the modern tendencies of innovations in the restaurant business it is possible to state that today there is a kind of "boom" of technologies of making restaurant dishes. In the preparation of dishes, new types of technological processing are used (Termomix technology, vacuum marinating technology, low-temperature

processing technology, molecular distillation, aromodistillation), new types of equipment, innovative biologically active additives based on plant material are used to make functional foods.

Given the limited financial resources, domestic restaurateurs adapt Ukrainian recipes and shift the focus on the use of ingredients from private farms when forming the menu. The most striking trend of the modern Ukrainian restaurant business in 2017 is to strengthen the emphasis on healthy eating. The philosophy of "slow food" or the gastronomic concept of "slow food", which implies the satisfaction of tasty and healthy dishes, is becoming widespread. According to the concept of "slow food" vegetables and fruits are subjected to minimal heat treatment to preserve the natural taste [225]. The very concept of "slow food", that is, food found within a 30 km radius, was the ambition of the most famous French chef Alan Ducasse. Now this healthy direction is getting active development in the Ukrainian restaurant business [1; 14; 225; 242]. With this trend, new types of restaurant business enterprises are emerging on the streets of cities: salad bars, soup cafes, and the number of veggie establishments is increasing.

Fashion for healthy eating causes the attention of restaurateurs to expand their search for new gastronomic determinants in accordance with the requirements and requests of consumers. Thus, today there is a trend of increasing the number of restaurants serving gluten-free bread and desserts [49]. The main trend in beverages in recent years is crafting. The menu of restaurant business enterprises has a large number of craft brandy, whiskey, gin and other beverages [1].

Increased interest in delicious and healthy food has influenced the emergence of new trends in the restaurant business. Over the past year, the "open kitchen" format has become popular, where visitors can observe the cooking process, evaluate the quality of the products and the level of skill of the cook. Certainly, this innovative direction of development of the sphere of restaurant business deserves attention. Because customers see the entire workflow from within, they have no doubt about the freshness of the products and the quality of work of the personnel. In addition,

waiting at a restaurant is much more interesting than just looking out of a window or on a TV screen [268].

The conditions and rhythm of life in major cities dictate special rules. People do not always have free time for full meals and lunches, which is why the popularity of mobile establishments offering quality street food at the level of traditional establishments is increasing. The trend of developing food bars (cafe on wheels) of various types is striking: coffee shops, ice creams, confectioneries, grill bars, traditional fast food, pizzerias and even mobile breweries.

Modern food tracks are fully equipped takeaway food trucks that are really nice to buy. It should be noted that the food track itself is still a mobile advertising brand and the main advantage of such a business is the ability to change location, depending on the density of street flow and time of day [1].

The wide variety of different types of restaurant establishments undoubtedly intensifies the competition in this field. The restaurant business is made up of thousands of little things, where every little nuance plays a crucial role. For a successful restaurant business, restaurateurs simply need to maximize the potential of their establishment and at the same time manage different channels of interaction with customers. In order to increase customer loyalty, every modern restaurateur strives to improve the quality of service at the lowest cost. Formation of competitive advantages of the restaurant business is based on the search for innovative determinants in the culinary skills and in service, which significantly improves the image of the restaurant business and contributes to its competitiveness.

Noteworthy are the development and implementation of innovative technologies in the field of restaurant business: interactive (electronic) menu, tablet-screens on tables, touch screens, application of QR-code, technologies of LED alerts, food 3-D printers, sensory producers of food, use of three-dimensional projections and video-mapping for demonstration of cooking, automation and informatization of processes at enterprises, use of web and telecommunication technologies, etc. [1, 15]. Of course, these innovative technologies may not be used by all restaurants, but only by those with significant financial resources. Restaurateurs are inventing alternative

ways of attracting financial resources to invest in innovative technologies to increase the competitiveness of the restaurant. Because, only an innovation-oriented enterprise can ensure success in competition. We characterize the brightest, in our opinion, modern innovative technologies in the restaurant industry.

The innovative Breadcrumb product is noteworthy. This iPad application is capable of working in real time and allows you to browse tables, menus of menus by name and ingredients, track sales processes, open tables, form, place orders for the kitchen. Thanks to this innovation, service businesses have significantly improved their service and significantly improved the service process [58; 64].

Scientific and technological progress has caused the tendency of introduction of electronic and interactive menus in restaurants business establishments. The electronic menu is analogous to the paper one, which allows the owner of the establishment to easily add or exclude the necessary food or drink from the range at any time. It is no longer necessary to spend time and money on expensive services of designers and printing houses every time you need to supplement or change the menu [14; 151]. The electronic menu is accompanied by a photo of the dish and a list of ingredients that are part of it. After placing an order, the visitor sends it wirelessly to the restaurant kitchen. The electronic menu, as an automation system for restaurant business enterprises, makes the process of choosing dishes as simple and convenient as possible. Such an innovative product can be compared to a game that allows you to: select from the wine list of the establishment of wine by price, year, region, bouquet, and then the appropriate dish; calculate the calorie content of certain dishes; when selecting dishes, you can see the final order check immediately. The electronic menu is a link between visitors and restaurateurs, as it allows you to quickly edit the menu and bring in new dishes, improve the quality of service and increase the number of regular visitors to the establishment. The system maintains detailed statistics of ordered dishes. The restaurateur can review processed orders at any time, which helps optimize the purchase of products and simplify their storage.

In turn, the invention of the QR code (in English "quick response" - "fast access") has opened new unlimited opportunities for on-line interaction between

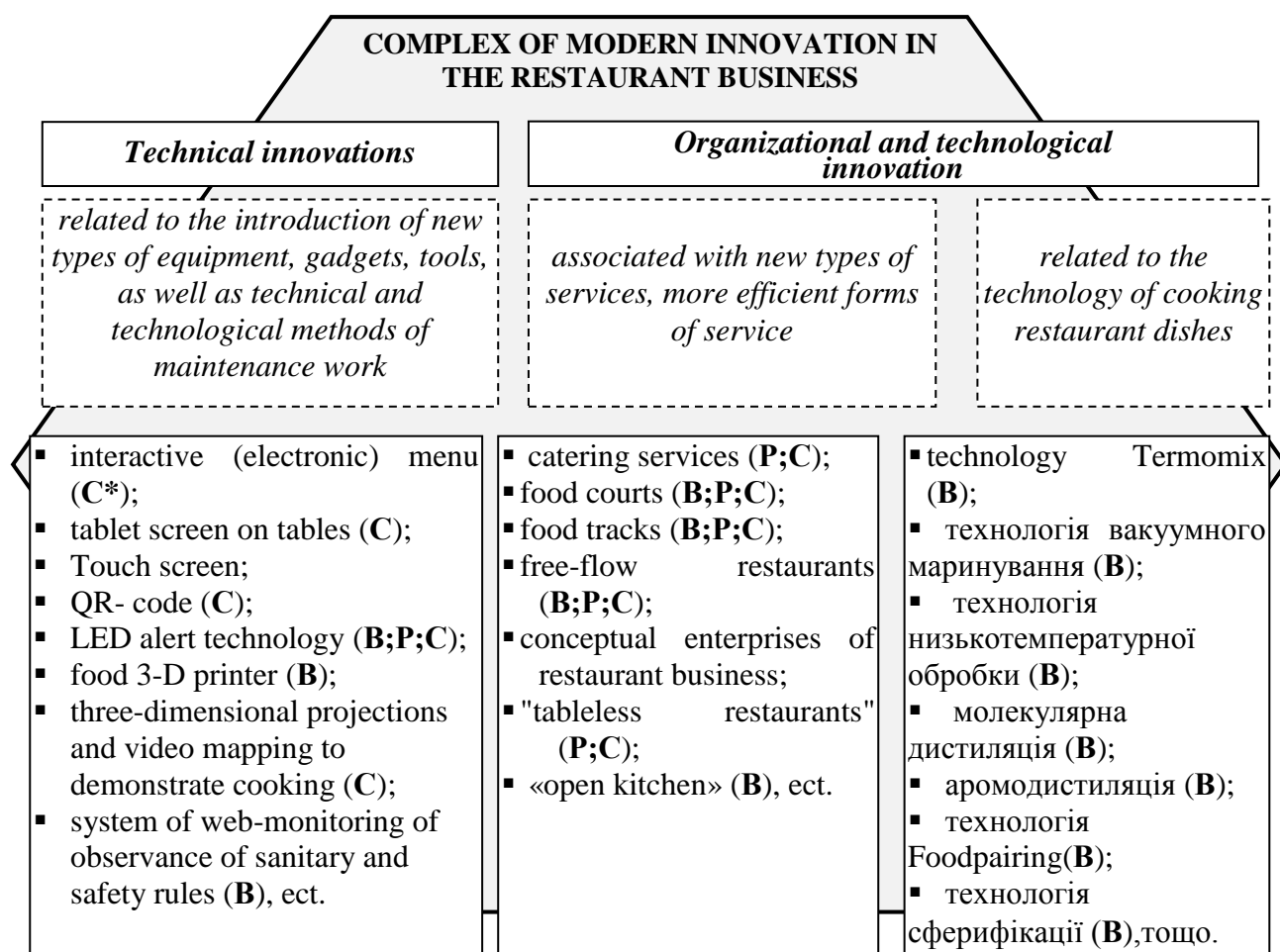
restaurant businesses and consumers. In the small square maze of QR code you can program all the known innovations of the restaurant business, as well as many new features.

The QR code posted on the invoice delivered to the client is a creative advertising move. In a bright box you can encode the history of the restaurant business, the origin, age, authorship of unique details of the interior and paintings. Visitors to the restaurant will be pleased to explore the menu of the restaurant with details of each dish: composition and origin of ingredients, stages and methods of processing, calories. Using a QR code, a restaurant business can notify its customers about promotions, lotteries, sweepstakes, activate various loyalty programs, organize voting, conduct online surveys, and quickly receive feedback from customers [151].

One of the modern areas of innovative technology in the restaurant business is LED alert technology. This technology makes it easier to organize the restaurant business, make it more understandable and unobtrusive. Integration of LED alert technology allows timely notification of restaurant personnel about tasks completed, such as preparedness of dishes, readiness to use utensils, etc. LED technology allows you to position lighting in a restaurant so as not to invade the dining room atmosphere, as is the case with the use of sound alarms. This innovation allows you to maintain the relaxed atmosphere of the establishment and to create a reputation of "expensive" restaurant.

A novelty in the quality management system at the restaurant business is an innovative invention developed by Sealed Air - a web-monitoring system that is able to detect violations in the worker's employee, to record any non-compliance with health and safety rules [1]. Thanks to this technological development, management is able to assess the level of training and competence of the personnel of the restaurant business enterprise.

Generalizing the results of the study of modern innovation trends in the restaurant industry, we consider it appropriate to classify innovations in two directions - technical and organizational-technological (Figure 2.7).



* the brackets indicate the function of the restaurant business enterprise, in the implementation of which the i-th innovation is involved: **B** - production; **P** - implementation; **C** - consumption.

Fig. 2.7. Complex of innovations for formation of competitive strategy of the restaurant business enterprise (author's development)

Thus, in the context of increased dynamism of the environment and the growing pace of change in consumer requests and benefits, successful implementation of a competitive strategy is possible only on the basis of the innovative orientation of the restaurant business enterprise. Since, as shown in Figure 2.7, each innovation is involved in the implementation of a specific function of the restaurant business enterprise. According to the study, at the present stage of scientific and technological progress there is a significant amount of technological and organizational and technical innovations, the introduction of which in the activity of the restaurant business will certainly increase the level of competitiveness not only of a particular restaurant business, but also in the whole restaurant business.

Summarizing the results of the conducted statistical survey, it should be noted that the current state of development of the restaurant industry is characterized by a decrease in the purchasing power of the population, changing tastes and needs of consumers, aggravation of the competition, the pressure of the political situation in the country, the imperfection of the institutional environment, the emergence of new types of restaurant business enterprises. Studying the historical aspects of the establishment and development of the restaurant business has allowed us to establish that for each stage there is a specific emphasis in the organization of food according to changes in national traditions, requirements and requests of consumers. Today, the restaurant business is represented by a wide variety of types of establishments. At the same time, the enterprises of this field are characterized by a high probability of new market threats related to geopolitical instability and complexity of economic nature, imperfection of the legislative and regulatory field of doing business in Ukraine.

In order to increase competitiveness, domestic restaurateurs are actively exploring new trends, for the development of the restaurant business, occurring in the domestic and world markets of the restaurant business, developing new innovative ideas to increase customer loyalty, introducing innovative technologies. As the main criteria for competitiveness of the restaurant business enterprises are: quality of kitchen, level of service and timeliness of dishes, introduction of innovative production and service technologies allows to ensure that these criteria meet the requirements and demands of consumers. The complex of innovations (technical and organizational-technological) formed as a result of the research is an information basis for the formation of an innovative-oriented competitive strategy of the restaurant business enterprise. All this necessitates the formation of an effective management system for restaurant business enterprises in today's global competition. The integration of Ukraine into the European space and the high dynamism of the processes of the world economic system lead to the necessity of solving the problems of ensuring the stability of enterprises in the strategic perspective. Therefore, it becomes relevant to identify the factors that have a positive or negative impact on the development of restaurant business enterprises and pay attention to them in a timely manner.

2.2. Assessment of the influence of environmental factors on the activities of restaurant business enterprises

The restaurant industry is recovering from the evolving and changing crisis, watching for unique features. However, in its dynamic restaurant business, it is necessary not only to concentrate on the internal environment, but also to have an effective strategy, which allowed to make changes that were used in their environment, while simultaneously using this market position. As to how the number in others is actually noted [8, p.28; 107, p.78; 148, p. 113; 160, p.59; 184, p.317]: "... the environment is the source that organizes the resources needed to maintain it at an adequate level. With regard to the international organization and external organization, it communicates information and the source of information. It is our own release that dictates the enterprise's strategy and tactics. "

Studying economic literature, this is exactly the concept of "external environment of the enterprise" was first discovered by Bogdanov and L. von Bertalanffy in the first half of the twentieth century. At the same time, it was the largest for economic entities that were represented in the 1950s in the crisis economy. From that moment on, any enterprise was regarded as a single entity that made bound particles, which in turn interact with the outside world [129, p.287]. The modern external environment is not stationary, it is becoming and developing dynamically. Domestic and foreign introduced rightly call it stormy and continuous [234; 244]. Dynamic changes in the factors that were most prevalent expanded and systematized his research [232, p.428].

Globalization, dynamism and uncertainty of the reliability of a larger, more competitive, high speed of work and require the use of more goods and services by consumers are the main characteristics of the modern environment, which are [246, p.381]. Considering that this proprietary property is more adapted to the dynamic changes of factors that still exist, using threats and potential individuals that need to be captured in current market positions, and perhaps at many levels their competitiveness. This conference should support the opinion of the impaired scientist

L. Choice, who notes that "... it explores the factors that exist in the context of competitiveness of competitiveness, and enables the use of major problems in others with one hand, and they can potentially compete with competitors" [250].

The focus of the restaurant business on modern customers and the increase in the number of people who reach their loyalty is a real opportunity to respond quickly to more changes. The restaurant business is astonishing to the economic and modern trends, such as: production of products in production, reduced the number of consumers who are through refineries and change the priority consumers using healthy food [245, p.139]. By providing information, it has itself really developed and modified a strategy that combines existing players and the threats that exist and which are competitive advantages and key factors that are the only equal way of responding to competition. With regard to such topical issues, the questions being asked reveal that this applies to competitive businesses in restaurant businesses.

The question of what exists at the restaurant business is a matter of active scientific debate. Various issues are related to this issue, which is covered in Usually foreign and domestic in them. The research of V. Polonets [157, p.48] is devoted to substantiating the feasibility of using PEST- and SLEPT-analysis in strategic marketing. Scientific research by NV Borovsky [27, p.326] is devoted to the study of the factors of the macro-environment at the catering enterprise, the result of which is a developed obstacle that is constantly in need of development. In the present NV Lepetyukha, T.O. Artesian [116, p.416] examines the methods that exist in a macro-environment for an entity's activities, and it reinforces the list of possible factors that macro-environments in the enterprise use at the enterprise.

Well-timed and objective monitoring of threats from the external environment to the activity of the enterprise and making appropriate management decisions provides the enterprise with adequate financial and economic sustainability and the desired level of competitiveness [116, p.415]. Effectiveness of implementation of any business entity's competitive strategy can be ensured with the balance of internal capabilities and the external environment, the main features of which are complexity and dynamism. It should be noted that the degree of influence of the external

environment on the activity of enterprises in different spheres of economic activity is not the same. This is due to both differences in the fields of activity and the internal potential of business entities [64, p. 235].

In the modern domestic and foreign economic literature a wide arsenal of methods of strategic analysis and assessment of the external environment of the enterprise (Appendix C., Table.C.1) has accumulated, each of which has specific features. At the same time, practical experience shows that the approaches and methods used by enterprises for strategic environmental analysis do not always meet their needs; often they do not reflect the changes that are actually taking place in it.

Any business in the international or local market develops in the plane of direct influence of political (P), economic (E), social (S) and technological (T) factors [66, p.1438]. PEST - analysis is a method by which an enterprise can evaluate the main external factors that affect its operations in order to ensure competitiveness. The advantage of this method is: ease of filling, no restrictions on the number of factors that are independently selected and evaluated by experts [270, p.48].

In order to determine a wide range of forces of environmental change, and to establish a list of opportunities that they represent for the restaurant business enterprise, the following key aspects should be emphasized in the formation of the PEST-factors model [20, p.43]: 1) systematic analysis of key external factors (political, economic, social and technological) allows us to form a generalized model of relationships for strategic decision making; 2) PEST analysis is a strategic marketing tool used to evaluate the environment, markets of a particular product or business over a period of time. However, there is no universal PEST factor set for all businesses. For each enterprise, there are factors that take into account the power of influence that allows you to take advantage of the opportunities available, as well as to prepare for likely or imminent negative events.

The study of a group of political factors is based on the identification of the main factors and the analysis of foreign and domestic policy trends. The main political factors that adversely affect the development of business entities are the aggravation of the political situation in Ukraine, the imperfection of legislation in the sphere of regulation

of the activity of restaurant business enterprises. Throughout the world, businesses must comply with legal requirements. These standards relate to wage standards, hygiene and food quality. The type of political regime, political stability in the country, are the determining factors in attracting investment for the development of restaurant business enterprises.

Therefore, in the study of the political and legal environment, it is necessary to determine the positions of legislative, administrative and state bodies regarding the interests of the restaurant business enterprises, take into account the possible political counter of the opposition to the current government, predict possible changes in government policy, etc.

The study of economic factors makes it possible to find out how the resources of the restaurant business enterprise are formed and distributed in the conditions of changing employment, consumer incomes, utility tariffs and electricity, exchange rate fluctuations and other factors. In our opinion, one of the key factors in this group is the level of income of the population. In this aspect, V. M. Trayno's statement draws attention: "... the demand for services is a need that is backed up by purchasing power. Consequently, the frequency of visits to restaurant establishments depends largely on the income of the population "[194, p.363]. According to the State Statistics Service of Ukraine, wages tend to increase (Figure 2.8), but their level is quite low. In 2017, its average amount was UAH 7104, which is 37.06% more than previous year [55].

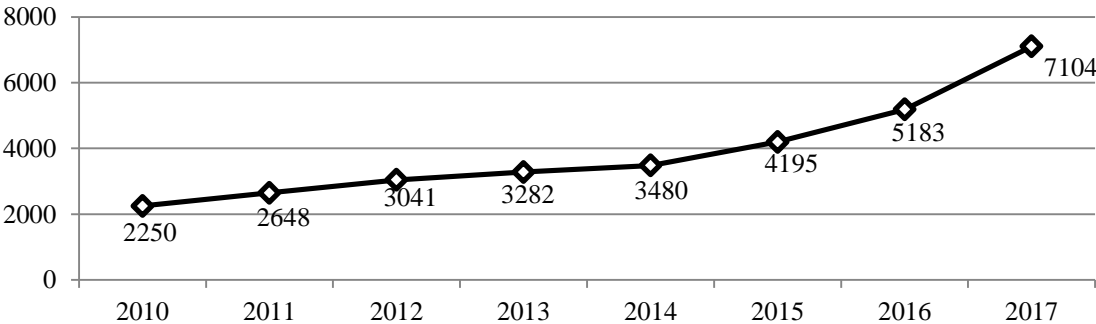


Figure 2.8. Dynamics of the average wage in Ukraine, UAH (constructed by the author according to the State Statistics Service of Ukraine [55])

The analysis of the complex of social factors should be aimed at assessing the impact on the activities of the restaurant business of social phenomena and processes in society. Feeding people of any country is related to a number of factors [222, p. 34]: social standards and basic values of the population, employment status, level of education, change of emphasis in nutrition, cultural differences, consumers' priorities in terms of service style and format of rest, others.

Instability of development of domestic economic system, crisis phenomena in the economy, military events in the country reflect on the behavior of households and their economic decisions [155, p.303]. According to the Main Directorate of Statistics in Kharkiv Oblast [44], the share of household expenditure on restaurants and hotels in total expenditures decreased from 2.1% in 2015 to 1.6% in 2016 (Fig. 2.9). This negative trend is largely due to the extremely high share of household spending in 2016 on food and non-alcoholic beverages (48.4%) and high tariffs on housing, utilities and services (17.7%).

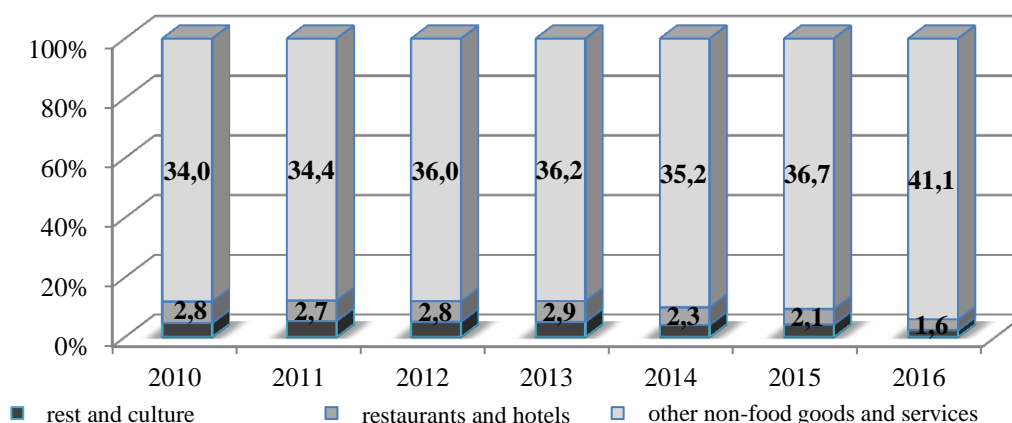


Figure 2.9. Structure of expenditures of households in Kharkiv region for non-food goods and services (constructed by the author according to the Central Statistics Office in Kharkiv region [44])

Modern transformation processes in the economic system of Ukraine increase the importance of financial well-being of households both for the sustainable development of the domestic economy [32] and for the development of the restaurant business. At the same time, a survey of households' expectations and their assessment of the current state of the economy and their well-being, conducted monthly by GfK

Ukraine, shows that in February 2018, Ukrainian consumer sentiment deteriorated: the Consumer Confidence Index (CCI) was 55.4, down by 4.2 less than in January 2018. Almost all components of the index worsened, except for expectations of unemployment and devaluation. This is evidenced by data from a survey of consumer sentiment in Ukraine [180]. GfK Ukraine analysts explain this negative trend: "... the consumer sentiment index in February 2018 fell to the level of March 2017, thus losing its height from May to November 2017. The main factor for the decline is the decrease in the index of the expected economic development of the country over the next five years "[180]. Of course, such dynamics of the consumer sentiment index has a negative impact on the activities of restaurant business enterprises.

The study of the technological group of factors allows to determine the technological possibilities of development of the restaurant business. Technology is constantly changing. This means that the restaurant business must change. Technology is a useful tool for achieving the market advantage of a restaurant business enterprise. The degree of their implementation depends on the customer loyalty. Technology development influences the restaurant business in three directions [22, p.33]: 1) production; 2) employees; 3) marketing.

Technological factors directly influence the improvement of the technology of business preparation and the organization of sales and service of visitors in the restaurant business. The introduction of new technologies has both positive and negative consequences for employees of the restaurant business enterprise. On the one hand, new technologies contribute to improving working conditions and safety, on the other - they threaten the employee with the loss of workplace through the automation of basic business processes. New technologies are changing the ways and forms of promoting consumer value to customers.

In order to determine the list of PEST environmental factors that directly influence the development of the competitive strategy of restaurant business enterprises, restaurateurs and leading experts in the restaurant business were involved. The determination of the optimal number of experts was made on the basis of the theory of sampling [54, p.174] by the following formula:

$$n^{eks} = \frac{P \times (1 - P)}{\Delta_p^2} \times t^2, \quad (2.1)$$

where n^{eks} is the number of members of the expert group to determine the influence of PEST factors of the environment on the formation of competitive strategy of restaurant business enterprises; P is the share of experts with experience in the restaurant business for more than 5 years is (83,5%); t is the Student criterion ($t=2,038$) at a given confidence interval of (0,05); Δ_p^2 – the average marginal error of the particle (0,015).

As a result of the calculations, the optimal number of experts (39 persons) was determined to ensure the representativeness of the expert evaluation.

Respondents were asked to fill out a questionnaire “Assessment of the impact of PEST factors of the external environment on the formation of a competitive strategy of the restaurant business enterprises”. According to the results of the processing of questionnaires, a system of environmental factors was formed: a group of political and legal factors was described by experts on average 10 points, a group of economic - 12, a group of social - 11 points, a group of technological factors is characterized by 7 points. The reliability of the results of the questionnaire was tested on the basis of the Alpha Cronbach coefficient, which determines the average correlation between indicators [141, p.154]:

$$\alpha = \frac{\rho}{\rho - 1} \times \left(1 - \frac{\sum_{i=1}^p \delta_i^2}{\delta^2}\right), \quad (2.2)$$

where p is the number of questions in the questionnaire; δ_i^2 is internal group dispersion; δ^2 is the total variance.

Alpha Cronbach's average for the questionnaire scale was 0.78, for the political and legal component 0.74, for the economic - 0.73, for the social - 0.75, for the technological component 0.76.

The list, determined as a result of questioning of PEST-factors of external influence on activity of the enterprises of restaurant business of Kharkiv region is presented on figure 2.10.

<div style="display: inline-block; border: 1px solid black; padding: 2px;">P</div> POLITICAL AND LEGAL	ECONOMIC <div style="display: inline-block; border: 1px solid black; padding: 2px;">E</div>
<p>P₁ – the political climate in the country P₂– the resilience of political power and government P₃ – military conflict P₄ – state legislative regulation of activity of the enterprises of restaurant business P₅ – state regulation of competition P₆ – regulatory framework of the complex of relationships between partners in the restaurant business P₇ – legal regulation of labor activity P₈ – state and regional measures to provide financial support to small and medium-sized enterprises P₉ – discipline of the regime of control of the activity of the enterprises of the restaurant business in compliance with the sanitary requirements and technical norms and rules in force DSTU, GOST, TU and penalties P₁₀ – level of bureaucracy and corruption</p>	<p>E₁ – economic situation in the state E₂ – the employment rate of the population E₃ – the level of income of the population E₄ – currency exchange rate dynamics E₅ – inflation rate E₆ – the level of financial infrastructure development E₇ – the size of interest rates E₈ – tax system E₉ – customs rates E₁₀ - tariffs for utilities and electricity E₁₁ – favorable investment climate in the restaurant business E₁₂ – regional business support preferences</p>
<div style="text-align: center; border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> PEST </div> <div style="display: inline-block; border: 1px solid black; padding: 2px;">S</div> SOCIO-CULTURAL	<div style="display: inline-block; border: 1px solid black; padding: 2px;">T</div> TECHNOLOGICAL
<p>S₁ – social standards and basic values of the population S₂ – consumer sentiment of the population S₃ – purchasing power of the population S₄ – the level of economic activity of the population S₅ – the level of migration and immigration sentiment S₆ – population growth S₇– sex-age structure of the region's population S₈ – the level of education of the population S₉ – consumer priorities for forms and places of recreation S₁₀ – emphasis in nutrition priorities S₁₁ – attitude to foreign food products</p>	<p>T₁ – state and sectoral funding for research and development T₂ – the level of development of innovative forms of service T₃ – process automation, application of modern equipment (mechanical, thermal, refrigeration) T₄ – development of progressive technology for the production of restaurant facilities based on new technology T₅ – information and communication technologies for receiving and processing consumer orders T₆ – the level of computerization of control systems of operational processes T₇ – development of technologies of processing of raw materials and semi-finished products</p>

Figure 2.10. The list of PEST factors of external influence on the activity of restaurant business enterprises (made by the author on the basis of 39 expert evaluations)

The list of PEST-factors presented in Figure 2.10 is formed taking into account the industry specificity of the restaurant business enterprises, which collectively determine their success in the modern business environment. Taking into

account the force of influence of each of them will allow to form an effective competitive strategy, since the climate change of the macro-environment influences the strategic positions of the restaurant business enterprise in the market and elements of its micro-environment. Therewith, it should be noted that the model is not static. Dynamics of environmental changes causes new variations of PEST-factors. Since changes in the external environment give rise to a number of new problems in the activities of the restaurant business enterprises, the problems necessitate appropriate management decisions which, after a certain period of time, taking into account further dynamic changes in the external environment, create new problems and require new solutions. Considering this, in the process of implementing a competitive strategy, the restaurant business enterprise should systematically adjust according to the variation of both the list of environmental factors and the level of their impact on the activity.

Considering that the basic characteristics of the environment according to the view of a number of scientists [11; 129; 257] are: interrelation and interdependence of factors (defines the degree to which changes in one factor affect other environmental factors), complexity (due to the number of factors), mobility (characterizes the speed at which changes in the external environment of the enterprise take place) and uncertainty (is a derivative function of the amount of information held by an enterprise (or person) about a particular factor, as well as a function of confidence in that information), in the context of study of environmental factors through method of expert assessments, the degree of its instability was evaluated for each block of PEST factors.

The expediency of carrying out this assessment in the formulation of a business entity's development strategy is emphasized by D.A. Drucker that determines: "... the force of the influence of the probability of an event / trend is related to the extent to which an event or trend affects the enterprise, their importance and quantity, and the probability of an event - with the probability of an event or trend aggravation, time interval of events / trends and the response time available compared to the time required to develop and implement an appropriate strategy "[234, p. 180].

The study of economic literature showed that effective tools for assessing environmental instability is the scale of I. Ansoff [12, p.378], which allows not only to assess the state of instability of the external environment, but also to determine the optimal for the enterprise type of adaptation to it, as well as well as a perceptual measure of R. Duncan's level of environmental instability [235, p.319]. The instability of each factor of the external environment of the restaurant business enterprise I. Ansoff proposed to determine by three characteristics (Appendix D., table.D.1): the degree of habit of events; the pace of change; predictability of the future [12, p.287]. R. Duncan proposes to assess the predictability (certainty) of the external environment of the following elements of the industry - consumers, competitors, suppliers, trade unions, government regulation, political thought and society's attitude by criteria - uncertainty, mobility and complexity [235, p.320]. In our view, R. Duncan's approach can be modified with respect to the list of elements of the modern external environment with a focus on PEST factors. And since, as R. Grant points out, "... every market is different from others in terms of motivating consumers and in terms of specific competition. In order to develop an effective business strategy, it is necessary to understand these aspects of the industry environment "[46, p. 108], the market factors such as consumers, suppliers and competitors should be taken into account when assessing the environmental instability of restaurant business enterprises.

In order to determine the level of instability of the external environment of the enterprises of the restaurant industry, the expert method of assessment was conducted by means of questioning (the form of the questionnaire is presented in Appendix D, Table D.2). Respondents were asked to rate each element of the environment on a 10-point scale from 1 ("always predictable") to 10 ("never predictable"). In order to check the consistency of the experts' opinions in terms of ensuring the reliability of the results obtained, a standard deviation (σ) was calculated, which characterizes the variation of the distribution of expert estimates relative to the mean of the i -th PEST factor (formula 2.3) and the coefficient of variation (V) (formula 2.5) [123 , p.124].

$$\tilde{\sigma}_{C_i} = \sqrt{\frac{1}{n-1} \sum_{i=1}^m (C_i - \bar{C}_i)^2}, \quad (2.3)$$

with n being the number of PEST factors that influence the activity of the restaurant business enterprise; C_i being the evaluation of the i -th PEST factor, that was assigned with the j th expert; \bar{C}_i being the average of the expert assessments, which characterizes the general opinion of the experts, which is calculated by the formula:

$$\bar{C}_i = \frac{1}{n} \sum_{i=1}^n C_i \quad (2.4)$$

$$V_i = \frac{\tilde{\sigma}_{C_i}}{\bar{C}_i} \quad (2.5)$$

The results of estimation of the level of instability of the external environment of the enterprises of the restaurant industry of Kharkiv region and statistical estimates of the consistency of the opinions of experts are given in Appendix D, Table D.3. Respondents received were reduced to a single dimension with segments [103]:

0... 0.24 - stable environment with homogeneous, predictable factors;

0.25... 0.49 - relatively stable environment, there are some unpredictable factors;

0.50... 0.69 - environment of medium of uncertainty, dynamics, complexity;

0.70... 0.87 - undetermined mobile environment with many factors;

0.88... 1.00 - a completely indeterminate, highly variable and overly complex environment.

The overall instability level of each factor was calculated as the average of its three characteristics [103]:

$$P_{H_j} = (H_j + P_j + C_j) / 3, \quad (2.6)$$

With P_{H_j} being the level of instability of the j -th factor;

H_j being uncertainty of the j -th factor;

P_j being the mobility of the j -th factor;

C_j being the complexity of the j -th factor.

Taking into account the specific nature of the activities of the restaurant business enterprises, market factors, namely consumers, suppliers and competitors, should be added to assess the instability of the environment. In the process of dynamic competition in the restaurant business market, the identified factors most

influence the success of the restaurant business enterprises, posing the greatest threat. As the distribution of income, the level of competition in the industry, changing demographic conditions, the ease of entry, analysis of future goals and evaluation of current strategies of competitors, in-depth study of the strengths and weaknesses of competitors, availability of resources, form a priority list of both opportunities and constraints factors of development faced by the enterprise. In order to formulate a competitive strategy effectively, the management of the restaurant business enterprise must have a thorough understanding of the essential factors that can destabilize the environment with which it constantly interacts.

Table 2.2

Assessment of the level of instability of the external environment of restaurant business enterprises in Kharkiv region

Characteristics of the environment	PEST-factors				Market factors			Average rating
	Political and legal (P)	economic (E)	Socio-cultural (S)	Technological (T)	Consumers	Suppliers	competitors	
Uncertainty	0,890	0,895	0,623	0,500	0,723	0,687	0,751	0,724
Mobility	0,741	0,815	0,597	0,556	0,779	0,726	0,828	0,721
Complexity	0,808	0,746	0,731	0,521	0,646	0,595	0,874	0,703
<i>Instability level</i>	<i>0,813</i>	<i>0,819</i>	<i>0,650</i>	<i>0,526</i>	<i>0,716</i>	<i>0,669</i>	<i>0,818</i>	0,716

According to the results of the expert evaluation, it can be argued that the modern external environment of restaurant business enterprises is characterized by uncertainty, mobility and complexity (the overall level of environmental instability is 0.716). In such circumstances, the process of forming and implementing the competitive strategy of the restaurant business enterprise is much more complicated. According to the table. 2.2 we can conclude that in the group of PEST-factors the highest level of instability is characteristic for the political-legal and economic component, at 0.813 and 0.819 respectively. The medium level of uncertainty, dynamics and complexity is characterized by socio-cultural and technological component, which is caused by the absence of strong fluctuations of their

components. In turn, the level of instability of market factors was evaluated by respondents as having the highest level of instability (average expert estimate 0.713).

Thus, the high level of environmental instability in the restaurant business enterprises of the Kharkiv region actualizes the issues of assessment and consideration of factors in shaping their competitive strategies. As each socio-economic system must be in some way internally structured and open, which characterizes the ability to exchange with the external environment. The exchange of individual parts of the system between the external environment is characterized by metabolism (from the Greek. "Metabole" - change, transformation). In this context, we fully support the view of the Ukrainian scientist L.G. Melnik, who notes that "... the openness of the system and its metabolism form the energy basis of development processes" [128, p. 138]. An unstable environment determines the need for a complex solution to a wide range of issues directly related to the creation, development and implementation of a system of measures to counteract negative factors, as well as to increase the efficiency of this process and the quality of functioning in the economic sector [154]. In this context, the issues of determining the external environment (assessing the strength of the influence of PEST factors) on the activity of the restaurant business enterprises are relevant. Since ignoring the pressure of the environment on the activities of the restaurant business enterprise leads to an increase in the intensity of their negative effects, and, accordingly, causes the incorrect competitive strategy.

To determine the impact of each i -th PEST factor the experts were asked to evaluate on a 10-point scale, according to which 1 point - a small impact of the factor on the activities of the restaurant business enterprise, 10 points - a significant impact (Appendix J., table.J. 1-J.2). When processing the questionnaire data, it was taken into account that each of the n respondents assigns one value to the i -th PEST factor C . Statistical evaluation of the variation of the distribution of expert estimates and the consistency of opinions was carried out on the basis of the variance method according to the formula [123, p.124]:

$$\sigma_i^2 = \frac{1}{n} \sum_{i=1}^n (C_i - \bar{C}_i)^2, \quad (2.7)$$

With σ^2 being the dispersion of expert review; C_i – estimation of the i -th PEST-factor assigned by the j -th expert; \bar{C}_i – the average of the expert assessments, which characterizes the general opinion of the experts, which is calculated by the formula (2.8):

The estimation of the degree of concordance of expert opinions was made on the basis of the calculation of the Kendel coefficient of concordance according to the formula [123, p.126]:

$$W = \frac{12 \times S}{m^2 \times (n^3 - n)} = \frac{12}{m^2 \times (n^3 - n)} \left[\sum_{j=1}^m \left[\sum_{i=1}^n a_{ij} - \frac{\sum_{j=1}^m \sum_{i=1}^n a_{ij}}{n} \right]^2 \right], \quad (2.8)$$

with W being Kendel's coefficient of concordance; a_{ij} – the rank of the i -th PEST-factor assigned by j -th specialist; m – the number of experts; n – number of PEST-factors that affect the activity of the restaurant business enterprise.

The higher the Kendel coefficient of concordance, the higher the degree of concordance of expert opinions. In the case where $0,2 \leq W \leq 0,4$ – the degree of consistency of opinions of experts is weak; $0,5 \leq W \leq 0,8$ – the degree of consistency of experts' opinions is considerable. The statistical significance of the coefficient of concordance was verified by Pearson's criterion (χ_p^2) [123, p.128]:

$$\chi_p^2 = \frac{12 \sum_{j=1}^n d_j^2}{[mn(n+1)] - \frac{1}{n-1} \sum_{i=1}^m \frac{(f_j - f_{T_j})^2}{f_{T_j}}}, \quad (2.9)$$

With χ_p^2 being the Kendel's coefficient of concordance; t_j – the Empirical Frequency Intervals (Number of Related Rank Groups); t_{T_j} – theoretical frequencies in the interval (number of related ranks in each group).

The calculated value of the Pearson test (χ_p^2) is compared with the table value (χ_{T2}). If $\chi_p^2 > \chi_{T2}$, then the coefficient of concordance is significant, provided that $\chi_p^2 < \chi_{T2}$ - it is necessary to increase the number of experts in the group.

The coefficient of significance of the i -th PEST-factor is calculated by the

$$\text{formula: } \varpi_i = \frac{\left| \sum_{i=40}^{38} (C_{ij} \div C_{sj}) \right|}{m}, \quad (2.10)$$

With ω_i being coefficient of significance of the i -th PEST-factor; i – the number of a factor; j – the number of an expert; m – the number of experts; C_{ij} – estimation of the i -th PEST-factor assigned by the j -th expert; C_{Si} – the sum of points awarded by the j -th expert to all the PEST-factors.

Summarized results of the expert reviews and their consistency are given in Appendix C, Table. C.2., the analysis of which led to the following conclusions: in the group of political and legal factors, the following indicators have the most significant influence on the activity of the restaurant business enterprises: P4 - state legislative regulation of the restaurant business enterprises (average expert evaluation - 8.90 points), P9 - discipline of the regime of control of activity of the enterprises of the restaurant business on observance of sanitary requirements and technical norms and rules, current DSTU, GOST, TU and penalties (8,62 points), P8 - state and regional measures of providing financial support to small and medium-sized enterprises (8.51 points) and P1 - the political climate in the country (8.41 points). The factor P7 - legal regulation of labor activity (6.77 points) has the least significant impact on the activity of restaurant business enterprises.

In the economic group the highest average scores were given to the indicators: E3 - the level of income of the population (9.05 points), E12 - regional preferences for business support (8.82 points), E11 - the favorable investment climate in the restaurant business (8.64 points) , E2 - employment rate (8.56 points) and E1 - economic situation in the country (8.51 points). The lowest average expert estimates in this group of factors were assigned to such indicators as: E9 - customs rates (6.44 points), E5 - inflation (6.59 points) and E4 - exchange rate dynamics (6.82 points).

The analysis of the group of socio-cultural factors showed that the biggest influence on the activity of the restaurant business enterprises have such factors as: S4 - the pace of life of the population (9.1 points), S2 - consumer sentiment of the population (8.77 points) and S3 - purchasing power of the population (8.74 points). The lowest scores in this group of factors are characteristic of indicator S11 - the ratio to foreign food, 6.74 points, respectively.

It should be noted that the average expert assessments of the Technological group indicators fluctuate within 6.15... 8.77 points, which makes it possible to

conclude that the technological level of development of the restaurant business enterprises, although rated high enough, still needs improvement.

The obtained statistical estimates allow us to conclude that there is a high degree of consistency of the experts' opinions. Thus, the value of the coefficient of variation for the whole set of factors is in the range, ie does not exceed 33%, which indicates the uniformity of expert estimates. The calculated value of the Kendel coefficient of concordance varies in the range, which leads to the conclusion that a considerable degree of coherence of experts' opinions. The Pearson test of concordance coefficient (χ^2) has been shown to reflect a high degree of concurrence of experts' opinions, since the calculated value of χ^2 for the whole set of PEST factors corresponds to the table.

Thus, the results of the expert evaluation create an informational basis for the calculation of the aggregate index of environmental pressure on the activities of the restaurants (Z_T^{PEST}) by the formula:

$$Z_T^{PEST} = 1 - \frac{\sum_{i=1}^n n_i \times \tilde{C}^{PEST}}{\sum_{i=1}^n N_i \times C_{\max}^{PEST}}, \quad (2.11)$$

with \tilde{C}^{PEST} being the average expert estimation of force of influence of the i -th PEST-factor on activity of the enterprise of the restaurant business, points; n_i – i -th PEST-factor; N_i – number of PEST-factors; C_{\max}^{PEST} – maximum possible estimation of the power of influence of PEST-factors on the activity of the restaurant enterprise (10), points.

Therefore, in the absence of the influence of PEST - factors on the activities of the restaurant business enterprises, the aggregated index of environmental pressure will be 0. However, in reality, such a situation is never possible. Accordingly, a change in the value of the aggregate environmental pressure index from 0 to 1 in the direction of growth indicates an increase in the influence of PEST - factors on the activity of the restaurant business enterprises. The intervals for determining the level of environmental pressure are as follows: if the calculated aggregate index Z_T^{PEST} is in the range from 0 to 0.33, it is diagnosed as low; from 0.34 to 0.66 is diagnosed as

average; from 0.67 to 1.0 is diagnosed as high environmental pressure on the activity of restaurant business enterprises.

According to the results of the calculations, the value of the aggregate index of external pressure on the activity of the restaurant business enterprises (Z_T^{PEST}) in 2017 is 0.787, which, accordingly, allows to conclude that the characteristic high pressure of the environment on the activity of the restaurant business enterprises, which actualizes the question of determining the optimal type of adaptation to the environment.

Based on the existing developments in the field of adaptation management, five types of adaptation can be identified, the characteristics of which are given in Table 2.3.

Table 2.3

Characteristics of types of adaptation of economic entities to environmental conditions [4; 103; 110; 116]

Type of adaptation	Essence
Active	The management of business entity tries to modify individual elements of the environment
Moderately active	Limited measures regarding influencing the elements of the environment
Preventive	Changing business functioning processes based on projections for environmental change and top managers' intuitive considerations
Countervailing	Adaptation due to the mechanism of switching complementary modes of operation of the adaptation entity
Passive	Changing the behavior of the socio-economic system to function more effectively in the external environment

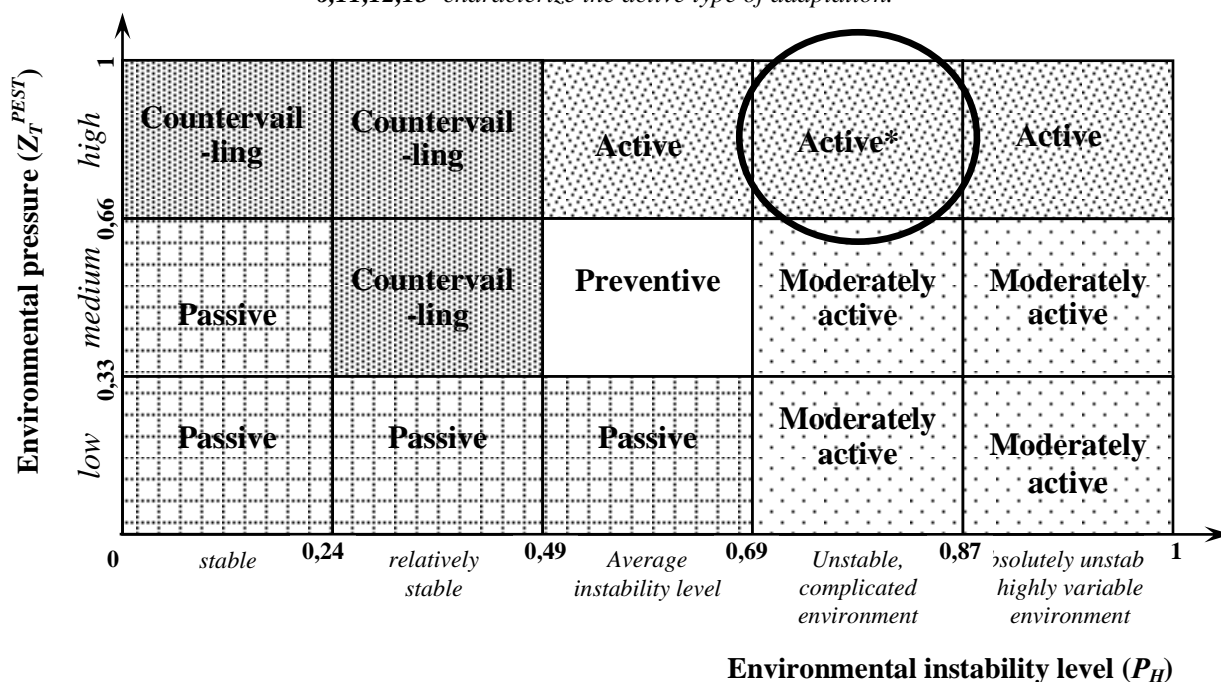
In order to determine the optimal type of adaptation to environmental conditions in the formation of a competitive strategy of restaurant business enterprises, the "Environmental instability - pressure of the external environment" matrix is proposed in Table 2.4.

Table 2.4

Template of the "Environmental instability - pressure of the external environment" matrix to choose the optimal type of adaptation of restaurant business enterprises to the environment (author development)

Factor's influence on restaurant business enterprise		Instability of the environment (P_H), coefficient				
Environmental pressure	The value of the aggregate environmental pressure index (Z_T^{PEST}), coefficient	stable	Relatively stable	average instability level	Unstable, complicated environment	Absolutely unstable, highly variable environment
		$P_H \leq 0,24$	$0,25 \leq P_H \leq 0,49$	$0,50 \leq P_H \leq 0,69$	$0,70 \leq P_H \leq 0,87$	$P_H \geq 0,88$
high	$Z_T^{PEST} \leq 0,33$	1*	2	3	4	5
medium	$0,34 \leq Z_T^{PEST} \leq 0,66$	6	7	8	9	10
low	$Z_T^{PEST} \geq 0,67$	11	12	13	15	16

* **quadrants 1,2,7** characterize the appropriateness of the compensatory type of adaptation; **quadrants 3,4,5** characterize the appropriateness of the active-passive type of adaptation; **quadrants 6,11,12,13** characterize the feasibility of a passive type of adaptation; **quadrant 8** characterizes the preventive type of adaptation to the environment; **quadrants 6,11,12,13** characterize the active type of adaptation.



* coordinates $A (P_H; Z_T^{PEST})$ determining the type of adaptation of economic entities to environmental conditions $A (0,716; 0,787)$

Figure 2.11. Matrix for determining the type of adaptation of a restaurant business enterprise in the Kharkiv region to environmental conditions (compiled by the author)

According to the matrix (Figure 2.11), to establish a dynamic interaction of the restaurant business enterprises of the Kharkiv region with the external environment, there is a characteristic emphasis on the active type of adaptation, which is aimed at building a mechanism for regulating subsystems of the restaurant business enterprises with the purpose of influencing the external environment and forming favorable conditions for their functioning. . It is the active adaptation that shapes the plan of action in the new operating environment and involves the use of the strengths of the enterprise and the formation of benefits according to the opportunities available in the external environment. Active adaptation involves the use of innovative technologies in various functional areas of its activity [144, p.41].

Thus, the developed methodological toolkit for assessing the environmental impact on the activities of the restaurant business enterprises involves the calculation of an aggregate index of environmental pressure and the determination of the level of environmental instability, formed on the basis of the determined influence of factors (political, economic, socio-cultural, technological and market) by characteristics of mobility, complexity and uncertainty, and, based on established compliance of characteristics of its environment to determine the optimal type of adaptation of the restaurant business enterprise to its conditions (active, moderately-active, preventive, countervailing, passive).

The modern external environment of the restaurant business enterprises is increasingly characterized by the appearance of atypical situations and conditions of activity of the restaurant business enterprises. The multiplicity of atypical tasks, along with the expansion of geographical boundaries of a market economy, complicates the spectrum of various problems, complexity and novelty create an additional burden on management, and the set of previously distinguished and fulfilled management skills are less and less responsive to new working conditions, atypical situations arise. The novelty, complexity and frequency of their occurrence increase the likelihood of strategic surprises [21, p.17]. Provided that this type of management is adopted, the question of assessing the competitive potential of restaurant business enterprises arises organically. Because competitive potential is its "insurance policy" and is

determined by the ability of the restaurant business enterprise to withstand the high pressure of environmental factors, characterizes the ability to exchange with the external environment. The following section of the monograph is devoted to these questions.

2.3. Comprehensive assessment of the competitive potential of restaurant business enterprises

The success of activity of the restaurant business enterprises and the ability to maintain a high level of competitiveness in the long term in the face of increasing competition and dynamic environmental changes depends on the development of its own competitive potential. Undoubtedly, "... a real sustainable competitive advantage is" grown "in a restaurant that can create a wide range of competitive advantages" [225, p.68]. To create sustainable competitive advantages, restaurant business enterprises must constantly outperform themselves rather than trying to outperform their competitors. The high level of competitiveness ensures the ability of the restaurant business enterprises to maintain and expand its market share in the balanced development in the long run [268]. In turn, one should fully support the view of the scientist, according to which "... knowledge of its basic components and the degree of their development in an enterprise will help determine the future directions of development" [13, p.121]. In this aspect, the view of Kirchat I.M., according to which: "... competitive conditions require enterprises to constantly look for ways to increase their competitiveness, which is achieved by a clear focus on the effective use of all available capabilities, which is once again emphasizes the crucial role of the competitive capacity of enterprises in the process of competitive strategy "[97].

Issues of research of the competitive potential of economic entities are widely covered in the scientific works of domestic and foreign scientists. Of greatest interest are the scientific developments of such scientists as: I.A. Arenkova [13], A.O. Bakunova, E.M. Smirnova [16], I.M. Kirchata, G.V. Poyasnik [97], V.A. Grossul,

M.V. Afanasieva, A.V. Yancheva [51], etc. At the same time, in spite of all the versatility of the existing researches of the components of competitive potential, their list is inexhaustible, there are no criteria for its estimation taking into account the specifics of the restaurant business enterprises.

Considering this, the issues of forming an integrated structural model of the competitive potential of the restaurant business enterprise, the development of a system of partial indicators of the assessment of local potentials, and the substantiation of a methodological approach to the assessment of the competitive potential of the restaurant business enterprises are relevant.

The competitive potential of restaurant business enterprises is an integrated multicomponent system, which is determined by the ability of an enterprise to realize its capabilities in order to ensure its competitiveness and formulate a strategy for its development. Given the specifics of the development of the restaurant industry, the structure of the competitive potential of the restaurant business enterprises has distinctive properties and represents a set of local potentials that determine the need for the use of special management technologies and taking into account the features of each of the potentials.

The structuring process will allow you to logically combine and streamline your competitive potential metrics to evaluate the real opportunities for competitive advantage.

It should be noted that in the current field of economic research there is no single point of view on determining the main components of the competitive potential of the restaurant business enterprises and the criteria for its evaluation. However, we believe that every viewpoint of researchers and their scientific position has a rational right to exist. Investigating numerous scientific works of experts in the field of structure formation and evaluation of the competitive potential of the enterprise, namely Zawyalova P.S. (allocates production, financial, scientific and technical, labor) [71, p.158], Voronkova A.E. (distinguishes production, financial, managerial, marketing, innovation, communication, labor, motivational) [38, p.15], Erokhina D.V. and Galushko D.V. (distinguish market, marketing, financial, production, innovation, organizational, social) [66, p.62], Ivanov M.I., Levina O.V. and

Mikhalskaya V.A. (distinguish commercial, material, financial, organizational, information, human, business) [74, p.49], Kirchata I.M. (allocates production, marketing, financial and economic, managerial, innovative, informational, labor) [96, p.87], Yuldasheva O.U. (allocates market, resource, marketing, innovative, creative) [217, p.58], Medvedev O.M. and Baranova A.V. (allocate production, financial, organizational, marketing, scientific and technical, innovative, innovative-educational, personnel) [126, p.87], Salikhova Ya.Yu., Gavrilova M.A. and Arenkova I.A. (distinguish market, resource, marketing, innovative, creative) [13], Semenko S.V. (distinguish commercial, technological, consumer, communication, image) [176, p.241]., Grosul V.A. and Afanasyev M.V. (distinguish technical and technological, commercial, marketing, client, entrepreneurial) [51, p.39], Table E.1, Appendix E is presented to substantiate the conclusions on the structuring of competitive potential.

At the same time, despite all the versatility of the study of local components of competitive potential, their list is inexhaustible. As the researched approaches to the variant of forming the optimal structure for assessing the competitive potential by kinds of manifestation are incomplete, because they do not take into account the industry specificity of the restaurant business enterprises. Generalization of approaches to the structuring of competitive potential in the economic literature [13; 38; 51; 66; 71; 74; 1296; 217] allowed to form a structural model of competitive potential, taking into account the specific activity of restaurant business enterprises (Figure 2.12), which consists of components: technical, technological, financial, marketing, production, innovation, customer.

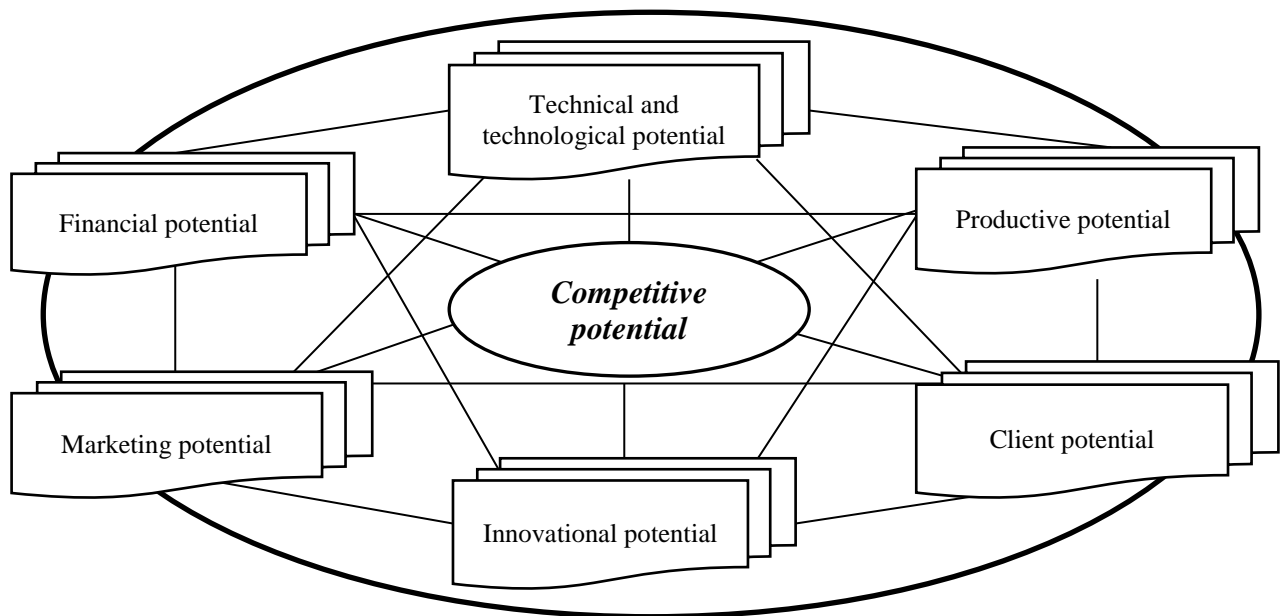


Figure 2.12. Structural model of competitive potential of restaurant business enterprises (developed by the author on the basis of the 7S model)

The aggregate of local components of competitive potential is accumulated from the resources (tangible and intangible, quantitative and qualitative) of the enterprises, which are closely interconnected and interdependent from each other, are formed taking into account the specific business processes of the restaurant industry (production of culinary products and services, realization of culinary products and services, the organization of consumption of culinary products and services) to achieve one or more of the goals set, with overall efficiency higher than with a simple sum of local potentials. Undoubtedly, the impact of each structural element on competitive potential is different. However, the importance of each structural component is determined by the specifics of the restaurant industry and the development characteristics of each restaurant business enterprise.

It should be noted that the need to study the local components of the competitive potential of the restaurant business enterprises is justified by the presence in each component of the competitive potential (financial, marketing, technical and technological, innovative, production and customer) specific features and factors, which, in turn, due to the specificity activity of restaurant business enterprises [175, p.37].

In order to form a system of indicators of competitive potential assessment, we consider it necessary to determine the requirements, the fulfillment of which will

allow to reasonably formulate conclusions about the level of its implementation at the restaurant business enterprises and to substantiate the management decisions for further strategic development. Such requirements, in our opinion, are the following: sufficiency, objectivity, complexity, consistency, comparability, uniformity, systematic nature.

In view of the above requirements, a system of indicators for assessing the local components of the competitive potential of the restaurant industry enterprises was developed (Table 2.5).

Table 2.5

The system of indicators for the assessment of local components competitive potential of restaurants (author's development)

Local Components of Competitive Potential * (KP) and indicators of their evaluation	Legend
Financial potential (FP)	
Profitability of implementation,%	FP ₁
Turnover per 1 seat, thousand UAH.	FP ₂
Autonomy coefficient, coefficient.	FP ₃
Return on equity,%	FP ₄
Overall liquidity ratio	FP ₅
Production potential (PP)	
Profitability of production,%	VP ₁
The cost share in the turnover of the restaurant business, coefficient.	VP ₂
Production defect ratio, coefficient.	VP ₃
Inventory turnover ratio, coefficient.	VP ₄
Return on fixed assets,%	VP ₅
Marketing potential (MP)	
Return on sales costs,%	MP ₁
Consumer satisfaction index of food quality, coefficient.	MP ₂
Share of regular customers, coefficient.	MP ₃
The complexity factor of additional services, coefficient.	MP ₄
The uniqueness factor of the assortment menu, coefficient.	MP ₅
The coefficient of stability of the product range	MP ₆
Innovative potential (IP)	
Level of implementation of organizational and managerial innovations, coefficient.	IP ₁
Innovation index of technologies for distribution and delivery of finished goods (electronic menu, touchpad, LED notification technology, etc.), coefficient.	IP ₂
Innovation Index of Communication Technologies (which provide new opportunities for receiving and processing consumer orders using Internet technologies), coefficient.	IP ₃
Innovation index of restaurant cooking technologies, coefficient.	IP ₄
Innovation index of technological and thermal equipment (steam boilers, sprays, etc.), for cooking, coefficient.	IP ₅
Index of innovativeness of consumer services (catering, vending, food trucks, food courts, open kitchen », etc.), coefficient.	IP ₆
Technical and technological potential (TTP)	
The coefficient of suitability of fixed assets	TTP ₁
Coefficient of renewal of fixed assets	TTP ₂
The coefficient of technical weapons of labor	TTP ₃
The volume of sales per 1 m ² of retail space of the restaurant business enterprise	TTP ₄
Service Channel Load Ratio (A system with a service channel load factor of 0.7-0.9 is recognized as rational; wait time for service start time to exceed 5 minutes)	TTP ₅
Client potential (OP)	
Capacity of restaurant business enterprise, coefficient.	OP ₁
Consumer Flow Intensity Ratio, coefficient	OP ₂
Service efficiency index, coefficient.	OP ₃
Consumer satisfaction index with quality of service, coefficient.	OP ₄
The comfort level of consumption of culinary products and services, coefficient.	OP ₅

* Calculated for each restaurant business enterprise based on the results of annual financial, statistical and accounting reporting, market research and consumer surveys using the formulas given in Appendix E, Table E.2

Note that the number of evaluation indicators of each local component of competitive potential does not exceed 10, which meets the requirements of system analysis, as well as confirmed by studies of the psychological aspects of information perception by a person - according to the "Miller 7 ± 2 " rule: a person can instantly perceive 5-7, maximum 10 properties. Thus, the complexity of the evaluation process can be avoided and the contradictory conclusions can be eliminated [173, p.69]. It should also be noted that all indicators of the evaluation system are differentiated into those that have a positive effect on the level of competitive potential (stimulants), which increases the level of realization of the potential, and those whose increase, on the contrary, leads to its deterioration (destimulants), ie increase of which reduces the level of realization of the potential.

In order to assess the competitive potential of restaurant business enterprises, it is advisable to integrate the dedicated indicators of local potential assessment into a single indicator. To solve this problem on the basis of the proposed evaluation system (table 2.5), it is advisable to determine partial (local) integral indicators and, on their main, to make an overall assessment of the competitive potential of the restaurant business enterprise. Realization of the proposed approach involves the implementation of eight interrelated steps (Figure 2.13).

It should be noted that the choice of a base for comparison and standardization of the system of indicators of assessment of local components of competitive potential is one of the main stages of diagnostics. It is advisable to choose the basis of comparison (standards) for each specific indicator, depending on their economic content, the features of the activity of the restaurant business enterprises and the direction of their influence on the competitive potential.

Considering that the "norm" (from the Latin "norma" is a sample, the rule), and the "standart" reflects a quantitative measure of the relationship between different indicators [37], to characterize the system of indicators for assessing the competitive potential of restaurant business enterprises for each of these, the optimal values must be determined. In the absence of the ability to determine the optimal values of indicators, the standards can be used actual average or best values for a certain

period. In this case, it is possible to assess the competitive potential of restaurant business enterprises in accordance with the actual conditions of business in a certain period of time. In addition, as V.S. Stepashko notes ".. the main condition for the formation of a base of comparison is the comparability of the norms of different years with each other" [182]. As standards, it is advisable to use limit values for each individual indicator, which implies setting boundaries depending on the nature of the directional influence of the j -th local component of competitive potential on its overall level [18; 52; 106].

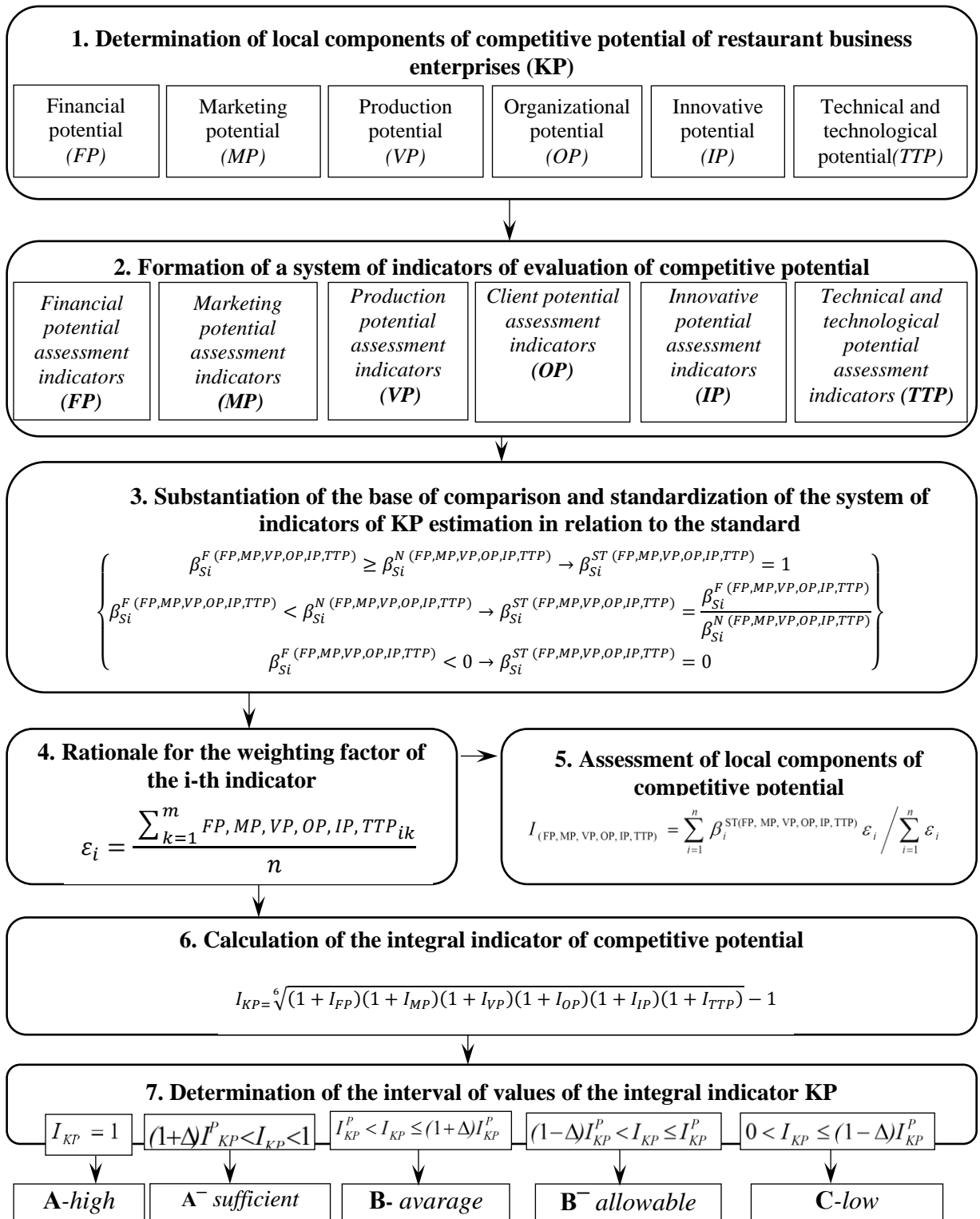


Figure 2.13. Structural-logical scheme of evaluation of competitive potential of restaurant business enterprises (author's development)

In order to eliminate subjectivity in determining the competitive potential of restaurant business enterprises, it is proposed to calculate the degree of achievement of the standard by the following formula:

$$\left\{ \begin{array}{l} \beta_{Si}^{F(FP,MP,VP,OP,IP,TTP)} \geq \beta_{Si}^{N(FP,MP,VP,OP,IP,TTP)} \rightarrow \beta_{Si}^{ST(FP,MP,VP,OP,IP,TTP)} = 1 \\ \beta_{Si}^{F(FP,MP,VP,OP,IP,TTP)} < \beta_{Si}^{N(FP,MP,VP,OP,IP,TTP)} \rightarrow \beta_{Si}^{ST(FP,MP,VP,OP,IP,TTP)} = \frac{\beta_{Si}^{F(FP,MP,VP,OP,IP,TTP)}}{\beta_{Si}^{N(FP,MP,VP,OP,IP,TTP)}} \\ \beta_{Si}^{F(FP,MP,VP,OP,IP,TTP)} < 0 \rightarrow \beta_{Si}^{ST(FP,MP,VP,OP,IP,TTP)} = 0 \end{array} \right\} \quad (2.12)$$

Given the dynamism of the external environment, restaurant business enterprises need to try to achieve competitive advantages over the local components of its competitive potential. However, in the real world, some of them will have different priorities, that is, they will be defined differently to ensure success in the rivalry by significance [16, p.119]. Considering this, the issue of determining the weight of each local component of the competitive potential $\varepsilon_i \langle FP, IP, VP, OP, TTP, MP \rangle$ and their i-th evaluation indicators is relevant. The determination of the importance of each i-th indicator of competitive potential assessment is proposed to be calculated on the basis of the hierarchy analysis method proposed by T. Saati.

The method of hierarchy analysis involves the use of the paired comparison method to calculate the priorities of the investigated and ranked alternatives [172]. To set the priorities of the competitive potential assessment indicators, we form a square matrix of pairwise comparisons [34; 172], the order of which is determined by the number of elements (appendix, Table C.2). The pairwise comparison matrix is formed on the basis of the expression of the relative influence of competitive potential indicators and allows to determine the relative priorities of the choice of alternatives in accordance with the established priorities of the selection criteria [172]. The methodology for determining the weighting of a system of indicators on the basis of the hierarchy method is given in Appendix E, Table E.3.

The fifth stage of assessing the competitive potential of restaurant businesses involves the calculation of the aggregate integral indicator of local components of competitive potential by the formula:

$$I_{(FP,MP,VP,OP,IP,TTP)} = \sum_{i=1}^n \beta_i^{ST(FP,MP,VP,OP,IP,TTP)} \varepsilon_i \left/ \sum_{i=1}^n \varepsilon_i \right. , \quad (2.13)$$

with $I_{(FP,MP,VP,OP,IP,TTP)}$ being the partial integral indicator of evaluation of the j-th local component of competitive potential (financial, marketing, production, client, innovation, technical and technological);

$\beta_{Si}^{ST(FP,MP,VP,OP,IP,TTP)}$ being the standardized value of the i -th indicator of the j -th local component of competitive potential (financial, marketing, production, client, innovation, technical and technological);

ε_i being the specific weight of the i -th indicator in each group of assessment of the j -th local component of competitive potential (financial, marketing, production, customer, innovation, technical and technological);

n being the number of indicators in each group of assessment of the j th local component of competitive potential (financial, marketing, production, client, innovation, technical and technological).

The sixth stage of the competitive potential assessment involves the calculation of a generalized integral index based on the following formula:

$$I_{KP} = \sqrt[6]{(1 + I_{FP})(1 + I_{MP})(1 + I_{VP})(1 + I_{OP})(1 + I_{IP})(1 + I_{TTP})} - 1, \quad (2.14)$$

with I_{KP} being the integral indicator of evaluation of competitive potential of restaurant business enterprises;

$I_{(FP,MP,VP,OP,IP,IP,TTP)}$ being the partial integral indicator of evaluation of financial, marketing, production, customer, innovative, technical and technological components of competitive potential of restaurant business enterprises.

At the seventh stage of the evaluation of the competitive potential, the scale of values of the calculated integral index I_{KP} . is formed. The calculations revealed that the value of the integral indicator of competitive potential assessment is within the range. However, if the value of I_{KP} . reaches 1 (maximum value), it indicates a high level of competitive potential, if the value of I_{KP} . approaches 0, then it indicates a low level of competitive potential.

In view of this, it becomes necessary to determine the limit values of the integral indicator of competitive potential.

It should be noted that the competitive potential of a restaurant business enterprise cannot be characterized by a discrete number of any i -th indicator, since there are always certain permissible values within which there is a transition from one level to another. In addition, the limit value of the integral indicator of competitive potential is probabilistic, so its true value ($\beta_{Si}^{P(FP,MP,VP,OP,IP,TTP)}$) is at some limit (Δ), and the limits of high and low level are determined accordingly. The limit value of the integral value of the competitive potential is determined in the process of establishing their standards (minimum limit of the standard). The magnitude of the boundary

value of the integral index of the competitive potential is 0.25 of its value, then

$$\Delta = 0,25 * \beta_{Si}^P (FP,MP,VP,OP,IP,TTP).$$

For the purpose of linguistic assessment of the competitive potential of the restaurant business enterprise, a corresponding scale has been developed, which is presented in Table 2.6.

Table 2.6

The scale of linguistic assessment of the competitive potential of the restaurant business enterprises (developed by the author)

Value range* I_{KP}	Competitive potential level	Characteristic
$I_{KP} = 1$	A <i>high</i>	the restaurant business enterprise is making the best use of its competitive potential, adapting it to the competitive environment
$(1+\Delta)I_{KP}^P < I_{KP} < 1$	A⁻ <i>high enough</i>	the enterprise of the restaurant business most fully implements its competitive potential, occupies a stable competitive position on the market, provides a high level of consumer loyalty, is capable to carry out competitive development in the long run
$I_{KP}^P < I_{KP} \leq (1+\Delta)I_{KP}^P$	B <i>average</i>	the restaurant business enterprise has a fairly stable competitive position on the market, able to withstand the competitive forces in the sphere of self-interest
$(1-\Delta)I_{KP}^P < I_{KP} \leq I_{KP}^P$	B⁻ <i>allowable</i>	the restaurant business enterprise is not able to actively compete with competitors, does not make significant changes in its activities, low-profit, the threat of its expulsion from the market is high
$I_{(FP,MP,VP,OP,IP,TTP)} = \sum_{i=1}^n \beta_i^{STFP,AMP,VP,OP,IP,TTP} \epsilon_i / \sum_{i=1}^n \epsilon_i$	C <i>low</i>	the restaurant business enterprise does not meet the market requirements, has low efficiency of economic activity, has no opportunity to develop, is in the area of significant economic risk

* $\Delta = 0,25$

To assess the competitive potential of restaurant business enterprises, an initial information base was formed in the work and partial values of local structural elements of competitive potential estimation indicators were calculated (Appendix E, Table E.4-E.6), standardization of partial indicators of evaluation of local elements of competitive potential was calculated (Appendic E, Table E.7-E.9) the significance of each partial indicator and local structural elements of competitive potential is calculated based on the hierarchy analysis method (Appendix E, Table. E.10-E. 23) the permissible limit values and boundary integral parameter estimation of competitive potential is defined (Table.2.7).

Table 2.7

The results of determining the admissible value and the boundary limit of the integral indicator of the competitive potential of restaurant business enterprises

Integral indicator I_{KP}	Value
Admissible value (I_{KP}^P)	0,72
Boundary limit (Δ)	0,23

On the basis of the determined values of the boundary limit of the integral indicator I_{KP} , a scale that characterizes the level of competitive potential of the restaurant business enterprises is developed

Table 2.8

The scale of evaluation of the integral indicator of competitive potential

The range of I_{KP} values	Competitive potential level (I_{KP})
$I_{KP} > 0,91$	A – high
$0,90 < I_{KP} \leq 0,69$	A⁻ – high enough
$0,68 < I_{KP} \leq 0,46$	B – average
$0,45 < I_{KP} \leq 0,23$	B⁻ – allowable
$I_{KP} \leq 0,23$	C – low

The results of the calculation of partial integral indicators of the local components of the competitive potential of the restaurant business enterprise and their qualitative estimates are shown in Table 2.9.

Table 2.9

The value of partial integral indicators of local components of competitive potential (financial, production and marketing) of restaurant business enterprises in 2015-2017.

Restaurant business enterprise	Local components of competitive potential											
	Financially				Production				Marketing			
	2015 рік	2016 рік	2017 рік	Темп змін, % 2017р. до 2016р.	2015 рік	2016 рік	2017 рік	Темп змін, 2017р. до 2016р.	2015 рік	2016 рік	2017 рік	Темп змін, 2017р. до 2016р.
Restaurants												
LLC «Familiia»	0,52 <i>B*</i>	0,59 <i>B</i>	0,73 <i>A⁻</i>	124,23	0,46 <i>B</i>	0,54 <i>B</i>	0,80 <i>A⁻</i>	147,99	0,64 <i>B</i>	0,70 <i>A⁻</i>	0,85 <i>A⁻</i>	120,52
LLC «Lux Servis Plus»	0,70 <i>A⁻</i>	0,71 <i>A⁻</i>	0,72 <i>A⁻</i>	100,59	0,40 <i>B⁻</i>	0,51 <i>B</i>	0,78 <i>A⁻</i>	154,47	0,63 <i>B</i>	0,70 <i>A⁻</i>	0,71 <i>A⁻</i>	101,17
LLC «Interfud-Kharkiv»	0,72 <i>A⁻</i>	0,76 <i>A⁻</i>	0,69 <i>A⁻</i>	91,30	0,26 <i>B⁻</i>	0,35 <i>B⁻</i>	0,51 <i>B</i>	144,36	0,63 <i>B</i>	0,64 <i>B</i>	0,59 <i>B</i>	91,47
LLC «Kardym»	0,70 <i>A⁻</i>	0,73 <i>A⁻</i>	0,56 <i>B</i>	76,75	0,68 <i>A⁻</i>	0,51 <i>B</i>	0,33 <i>B⁻</i>	64,47	0,38 <i>B⁻</i>	0,43 <i>B⁻</i>	0,44 <i>B⁻</i>	103,03
LLC «ART Expo»	0,74 <i>A⁻</i>	0,69 <i>A⁻</i>	0,73 <i>A⁻</i>	105,64	0,56 <i>B</i>	0,48 <i>B</i>	0,63 <i>B</i>	132,61	0,77 <i>A⁻</i>	0,84 <i>A⁻</i>	0,85 <i>A⁻</i>	101,30
PB «Firma «Romul 4»	0,81 <i>A⁻</i>	0,82 <i>A⁻</i>	0,65 <i>B</i>	79,15	0,53 <i>B</i>	0,44 <i>B⁻</i>	0,23 <i>B⁻</i>	51,57	0,53 <i>B</i>	0,70 <i>A⁻</i>	0,50 <i>B</i>	71,62
<i>Average value</i>	0,70 <i>(A⁻)</i>	0,71 <i>(A⁻)</i>	0,68 <i>(A⁻)</i>	96,28	0,48 <i>(B)</i>	0,47 <i>(B)</i>	0,55 <i>(A⁻)</i>	115,91	0,60 <i>(B)</i>	0,67 <i>(B)</i>	0,65 <i>(B)</i>	98,19
Cafes												
LLC «Ritordo»	0,51 <i>B</i>	0,68 <i>A⁻</i>	0,55 <i>B</i>	80,66	0,52 <i>B</i>	0,69 <i>A⁻</i>	0,81 <i>A⁻</i>	117,35	0,36 <i>B⁻</i>	0,42 <i>B⁻</i>	0,29 <i>B⁻</i>	69,83
LLC «Bruskerdo»	0,59 <i>B</i>	0,71 <i>A⁻</i>	0,36 <i>B⁻</i>	50,12	0,44 <i>B⁻</i>	0,71 <i>A⁻</i>	0,78 <i>A⁻</i>	108,47	0,36 <i>B⁻</i>	0,35 <i>B⁻</i>	0,20 <i>C</i>	56,95
LLC «Restoratsiia nomer ody»	0,62 <i>B</i>	0,65 <i>B</i>	0,87 <i>A⁻</i>	132,74	0,47 <i>B</i>	0,54 <i>B</i>	0,61 <i>B</i>	113,31	0,33 <i>B⁻</i>	0,40 <i>B⁻</i>	0,51 <i>B</i>	128,10
LLC «Brinprofit»	0,71 <i>A⁻</i>	0,77 <i>A⁻</i>	0,92 <i>A⁻</i>	119,27	0,64 <i>B</i>	0,91 <i>A</i>	0,80 <i>A⁻</i>	88,64	0,60 <i>B</i>	0,64 <i>B</i>	0,61 <i>B</i>	94,93
LLC «Dzhi eich Interneshenel»	0,88 <i>A⁻</i>	0,58 <i>B</i>	0,52 <i>B</i>	89,41	0,56 <i>B</i>	0,61 <i>B</i>	0,40 <i>B⁻</i>	66,04	0,52 <i>B</i>	0,22 <i>C</i>	0,24 <i>B⁻</i>	107,21
<i>Average value</i>	0,66 <i>(B)</i>	0,68 <i>(B)</i>	0,64 <i>(B)</i>	94,44	0,53 <i>(B)</i>	0,69 <i>(A⁻)</i>	0,68 <i>(A⁻)</i>	98,76	0,43 <i>(B⁻)</i>	0,41 <i>(B⁻)</i>	0,37 <i>(B⁻)</i>	91,40
Bars												
LLC «Matonardi»	0,49 <i>B</i>	0,77 <i>A⁻</i>	0,62 <i>B</i>	80,55	0,70 <i>A⁻</i>	0,84 <i>A⁻</i>	0,61 <i>B</i>	72,62	0,32 <i>B⁻</i>	0,51 <i>B⁻</i>	0,29 <i>B⁻</i>	56,48
LLC «Komunikatsii i Komfort»	0,56 <i>B</i>	0,58 <i>B</i>	0,67 <i>B</i>	115,72	0,33 <i>B⁻</i>	0,62 <i>B</i>	0,50 <i>B</i>	80,37	0,23 <i>B⁻</i>	0,21 <i>C</i>	0,24 <i>B⁻</i>	115,47
LLC «Kharkiv Restoratsiia»	0,54 <i>B</i>	0,70 <i>A⁻</i>	0,81 <i>A⁻</i>	115,00	0,44 <i>B⁻</i>	0,79 <i>A⁻</i>	0,54 <i>B</i>	68,36	0,34 <i>B⁻</i>	0,40 <i>A⁻</i>	0,46 <i>B</i>	115,07
LLC «Krostindi»	0,48 <i>B</i>	0,49 <i>B</i>	0,74 <i>A⁻</i>	152,87	0,56 <i>B</i>	0,93 <i>A</i>	0,73 <i>A⁻</i>	77,92	0,31 <i>B⁻</i>	0,25 <i>A⁻</i>	0,48 <i>B</i>	187,24
LLC «Polendora»	0,59 <i>B</i>	0,61 <i>B</i>	0,71 <i>A⁻</i>	117,33	0,36 <i>B⁻</i>	0,48 <i>B</i>	0,70 <i>A⁻</i>	145,30	0,21 <i>C</i>	0,25 <i>B⁻</i>	0,29 <i>B⁻</i>	116,75
<i>Average value</i>	0,53 <i>(B)</i>	0,63 <i>(B)</i>	0,71 <i>(A⁻)</i>	116,29	0,48 <i>(B)</i>	0,73 <i>(A⁻)</i>	0,61 <i>(B)</i>	88,91	0,28 <i>(B⁻)</i>	0,32 <i>(B⁻)</i>	0,35 <i>(B⁻)</i>	118,20

* according to the level of competitive potential (table.2.8)

Table 2.10

Value of partial integral indicators of local components of competitive potential (innovative, client, technical and technological) of restaurant business enterprises in 2015-2017.

Restaurant business enterprise	Local components of competitive potential											
	Innovative				Client				Technical and technological			
	2015 рік	2016 рік	2017 рік	Темп змін, 2017р. до 2016р.	2015 рік	2016 рік	2017 рік	Темп змін, 2017р. до 2016р.	2015 рік	2016 рік	2017 рік	Темп змін, 2017р. до 2016р.
1	2	3	4	5	6	7	8	9	10	11	12	13
Restaurants												
LLC «Familiia»	0,71 <i>B⁻</i>	0,78 <i>A⁻</i>	0,83 <i>A⁻</i>	106,66	0,86 <i>A⁻</i>	0,95 <i>A</i>	0,89 <i>A⁻</i>	93,35	0,78 <i>A⁻</i>	0,87 <i>A⁻</i>	0,83 <i>A⁻</i>	96,17
LLC «Lux Servis Plus»	0,60 <i>B</i>	0,64 <i>B</i>	0,68 <i>A⁻</i>	106,52	0,80 <i>A⁻</i>	0,91 <i>A</i>	0,80 <i>A⁻</i>	87,01	0,78 <i>A⁻</i>	0,89 <i>A⁻</i>	0,90 <i>A⁻</i>	100,37
LLC «Interfud-Kharkiv»	0,53 <i>B</i>	0,52 <i>B</i>	0,62 <i>B</i>	117,77	0,72 <i>A⁻</i>	0,84 <i>A⁻</i>	0,81 <i>A⁻</i>	96,41	0,87 <i>A⁻</i>	0,90 <i>A⁻</i>	0,89 <i>A⁻</i>	98,88
LLC «Kardym»	0,58 <i>B</i>	0,65 <i>B</i>	0,75 <i>A⁻</i>	116,25	0,73 <i>A⁻</i>	0,90 <i>A⁻</i>	0,77 <i>A⁻</i>	84,99	0,83 <i>A⁻</i>	0,87 <i>A⁻</i>	0,85 <i>A⁻</i>	97,21
LLC «ART Expo»	0,54 <i>B</i>	0,62 <i>B</i>	0,65 <i>B</i>	104,76	0,75 <i>A⁻</i>	0,83 <i>A⁻</i>	0,77 <i>A⁻</i>	93,06	0,67 <i>B</i>	0,73 <i>A⁻</i>	0,85 <i>A⁻</i>	115,70
PB «Firma «Romul 4»	0,57 <i>B</i>	0,63 <i>B</i>	0,73 <i>B</i>	115,91	0,75 <i>A⁻</i>	0,89 <i>B⁻</i>	0,78 <i>A⁻</i>	88,11	0,86 <i>A⁻</i>	0,90 <i>A⁻</i>	0,93 <i>A⁻</i>	103,55
<i>Average value</i>	0,59 <i>(B)</i>	0,64 <i>(B)</i>	0,71 <i>(A⁻)</i>	111,31	0,77 <i>(A⁻)</i>	0,89 <i>(A⁻)</i>	0,80 <i>(A⁻)</i>	90,49	0,80 <i>(A⁻)</i>	0,86 <i>(A⁻)</i>	0,88 <i>(A⁻)</i>	101,98
Cafes												
LLC «Ritordo»	0,34 <i>B⁻</i>	0,45 <i>B⁻</i>	0,46 <i>B⁻</i>	100,28	0,71 <i>A⁻</i>	0,76 <i>A⁻</i>	0,62 <i>B</i>	81,71	0,81 <i>A⁻</i>	0,79 <i>A⁻</i>	0,86 <i>A⁻</i>	108,94
LLC «Bruskerdo»	0,36 <i>B⁻</i>	0,41 <i>B⁻</i>	0,42 <i>B⁻</i>	103,00	0,57 <i>B</i>	0,67 <i>B</i>	0,54 <i>B</i>	79,80	0,72 <i>A⁻</i>	0,76 <i>A⁻</i>	0,81 <i>A⁻</i>	106,45
LLC «Restoratsiia nomer odyn»	0,37 <i>B⁻</i>	0,48 <i>B</i>	0,46 <i>B</i>	94,47	0,65 <i>B</i>	0,81 <i>A⁻</i>	0,74 <i>A⁻</i>	91,03	0,80 <i>A⁻</i>	0,85 <i>A⁻</i>	0,91 <i>A</i>	107,84
LLC «Brinprofit»	0,41 <i>B⁻</i>	0,50 <i>B</i>	0,52 <i>B</i>	104,27	0,66 <i>B</i>	0,78 <i>A⁻</i>	0,72 <i>A⁻</i>	91,25	0,71 <i>A⁻</i>	0,76 <i>A⁻</i>	0,77 <i>A⁻</i>	102,17
LLC «Dzhi eich Interneshenel»	0,48 <i>B</i>	0,52 <i>B</i>	0,57 <i>B</i>	110,61	0,67 <i>B</i>	0,76 <i>A⁻</i>	0,72 <i>B</i>	95,17	0,85 <i>A⁻</i>	0,88 <i>A⁻</i>	0,77 <i>A⁻</i>	87,73
<i>Average value</i>	0,39 <i>(B⁻)</i>	0,47 <i>(B)</i>	0,48 <i>(B)</i>	102,52	0,65 <i>(B)</i>	0,76 <i>(A⁻)</i>	0,67 <i>(A⁻)</i>	87,79	0,78 <i>(A⁻)</i>	0,81 <i>(A⁻)</i>	0,83 <i>(A⁻)</i>	102,63
Bars												
LLC «Matonardi»	0,44 <i>B⁻</i>	0,53 <i>B</i>	0,55 <i>B</i>	103,15	0,74 <i>A⁻</i>	0,81 <i>A⁻</i>	0,81 <i>A⁻</i>	100,21	0,77 <i>A⁻</i>	0,80 <i>A⁻</i>	0,83 <i>A⁻</i>	103,65
LLC «Komunikatsii i Komfort»	0,40 <i>A⁻</i>	0,45 <i>B⁻</i>	0,47 <i>B</i>	103,55	0,71 <i>A⁻</i>	0,77 <i>A⁻</i>	0,70 <i>A⁻</i>	91,69	0,77 <i>A⁻</i>	0,73 <i>A⁻</i>	0,73 <i>A⁻</i>	99,24
LLC «Kharkiv Restoratsiia»	0,48 <i>B⁻</i>	0,55 <i>B</i>	0,59 <i>B</i>	106,75	0,77 <i>A⁻</i>	0,81 <i>A⁻</i>	0,83 <i>A⁻</i>	103,08	0,69 <i>A⁻</i>	0,71 <i>A⁻</i>	0,76 <i>A⁻</i>	108,28
LLC «Krostindi»	0,45 <i>B</i>	0,55 <i>B</i>	0,55 <i>B</i>	100,00	0,62 <i>B</i>	0,68 <i>B</i>	0,76 <i>A⁻</i>	110,44	0,68 <i>A⁻</i>	0,73 <i>A⁻</i>	0,91 <i>A</i>	124,12
LLC «Polendora»	0,44 <i>B⁻</i>	0,52 <i>B</i>	0,54 <i>B</i>	103,11	0,70 <i>A⁻</i>	0,79 <i>A⁻</i>	0,79 <i>A⁻</i>	99,72	0,74 <i>A⁻</i>	0,78 <i>A⁻</i>	0,83 <i>A⁻</i>	106,60
<i>Average value</i>	0,44 <i>(B⁻)</i>	0,52 <i>(B)</i>	0,54 <i>(B)</i>	103,31	0,71 <i>(A⁻)</i>	0,77 <i>(A⁻)</i>	0,78 <i>(A⁻)</i>	101,03	0,73 <i>(A⁻)</i>	0,75 <i>(A⁻)</i>	0,81 <i>(A⁻)</i>	108,38

Based on the results of the calculations, we can draw the following conclusions: the financial, client, technical and technological components of the competitive

potential of restaurants is at a sufficiently high level in 2015-2017, a positive trend is the increase in the level of production capacity from average to acceptable high level, the marketing potential of restaurants is estimated as the average ; a sufficiently high level of the cafe's competitive potential is noted for its production, customer and technical and technological local components; for the financial and innovative local components of the competitive potential of the café restaurant enterprises, its average level is characteristic, the level of marketing potential is estimated as "permissible".

Positive is the tendency to increase the level of financial component of competitive potential at the "Bars" Group of restaurant business enterprises from medium to high enough, the marketing locally competitive component of the enterprises of this group, according to the results of the evaluation, is at the "permissible" level, which indicates the need to increase it. in the short term.

A detailed analysis of the financial component of competitive potential made it possible to determine the restaurants, which during 2015-2017. showed a steady increase in the level of development, namely LLC "Lux Servis Plus" (the value of the integral index is stable 0.7 for three years), LLC "Familiia" (the calculated integral index in 2017 amounted to 0.73, which is more by 24,23% than in 2016 and 40.6% more than in 2015). Analyzing the results of the level of development of financial potential among cafe enterprises, we can conclude that during 2015-2017 the integral indicator tends to decrease, so if in 2015. it was 0.66, then in 2017. it decreased by 2.6% to 0.64. The average group level is defined as the average (level B).

The decrease in the value of the integral indicator of financial potential is due to the negative tendency of such indicators as profitability of realization and volume of equity capital. Among the enterprises of the restaurant industry of the Cafe group are those enterprises that during the period 2015-2017. Continuously increasing their financial potential, namely LLC «Brinprofit» (the value of the integral index in 2017 was 0.92, which is 29.7% more than in 2015), LLC «Restoratsiia nomer ody» (the value of the integral indicator in 2017). amounted to 0.87, which is 40.4% more than in 2015). The calculations show that only the enterprises that are assigned to the

group of bars showed a constant growth rate of financial capacity, if in 2015. the integral indicator was 0.53 (acceptable level of B), as early as in 2017. it was 0.71 (level B), up 33.87%. It should be noted that all the surveyed enterprises of this group increased the average level of financial potential by 16.29%, except for LLC "Matonardi" (the integral indicator was 0.62 in 2017, which is 19.4% less than in 2016, but more 26.2% more than in 2015).

The generalized results of the calculation of the integral index of production capacity indicate that restaurants during 2015-2017. increased the average level of development by 15.91% in 2017 as well. the value was 0.55 (B level). However, the value of the integral indicator for cafes is higher than restaurants by 24.5% in 2017. and 10.7% more than bars. Enterprises with a high level of production potential include LLC «Rittordo» (integral indicator 0.81 in 2017), LLC «Bruskerdo» (integral indicator 0.78 in 2017), LLC «Brinprofit» (integral indicator 0.8 in 2017). The main factors behind the success of cafe by the potential under study are the high level of production profitability, the turnover ratio of inventories and the low production deficiency ratio. Analysis of the integral indicator for bars in 2017. amounted to 0.61, which is 12.4% more than in restaurants. In general, the level of production potential development is in the middle range. Enterprises with a gradual decline in their potential over the 2015-2017 period, namely LLC «Komunikatsii i Komfort» (a decrease of 19.6% compared to 2016) and Kharkiv Restoration (a decrease of 31.6% compared to 2015) since 2016).

Investigating the peculiarities of the development of marketing potential in restaurants, some tendencies have been established, namely the level of development of that potential is higher in restaurants and is 0.65 (level B⁻) in 2017, which is 77.2% more than in cafes and 86 03% than the bars. Special mention should be made of enterprises that have been steadily increasing their capacity over the three years, namely LLC «ART Expo» (average value of the integrated indicator during 2015-2017 - 0.82) and LLC «Lux Servis Plus» (average value of the integral indicator during 2015-2017 - 0.68), LLC "Famili" (the average value of the integral index during 2015-2017 - 0.73). Describing the peculiarities of marketing potential for the

cafe, we note that during 2015-2017. the integral index decreased by 14.7% in 2017 as well. was 0.37. The main reasons for the decline were the decrease in the profitability of sales costs and inventory. The company with the low level of marketing potential is defined by LLC «Bruskerdo» (the integral indicator was 0.2 in 2017 - level C). Despite the fact that the enterprises of the group of bars have the lowest value of the integral index (0.35 in 2017), but during 2015-2017. on the contrary, they showed a tendency of gradual increase (average annual growth rate of 18.2%).

Generalized results of the calculation of the integral indicator of innovative potential indicate that restaurants during 2015-2017 increased the average level of development by 11.31% in 2017 and the value of the integral index reached the limit of 0.71 (level B). also note that the integral indicator in restaurants is 46.8% more than in cafes and 31.5% more than in bars. In the course of the research it was found that the rate of introduction of computer technologies into the main business processes is higher in restaurants, as well as the level of development of technologies of cooking dishes and the level of development of innovative forms of service. The average annual growth rate of the integral index among cafes is set at 2.52%. The value of the integral index is in the range from 0.39 (level C in 2015) to 0.48 (level B — in 2017). Analyzing the peculiarities of the development of innovative potential among bars, we note that the average annual growth rate is quite low - 3.31%), but higher than in cafes (the integral indicator among bars is 12.5% higher than in cafes). However, the level of innovation potential for cafes and bars ranges from 0.39 to 0.54, indicating an acceptable level and may be one of the key hidden benchmarks for improving their performance.

Investigating the tendencies of the development of the client component of the competitive potential of the restaurant business enterprises, some tendencies have been established, namely the level of development is sufficient for 100% (average 0.80 in 2017), for 60% of cafes (LLC «Restoratsiia nomer ody», LLC « Brinprofit», LLC «Dzhi eich Interneshenel») and 100% bars (averaging 0.78 in 2017). It should be noted that the growth rate of the value of the integral indicator is observed in

almost all enterprises, but organizational capacity is lower among cafes by 16.9% compared to restaurants and 14.5% compared to bars. The main reasons for this are the low bandwidth and technical index and service culture.

The overall results of the calculation of the integral index of technical and technological potential indicate that in 2017 the integral indicator for restaurants was 0.88 (level A-), which is 6.04% higher than in cafes and 8.05% higher than in bars. Also note the feature that during 2015-2017. the growth of the calculated integral index was determined at all the studied enterprises, so for restaurants the average annual growth rate was 9.3%, for cafes - 6.07%., for bars 11.14%. It should be noted that during the analyzed period, the enterprises of the restaurant business increased the coefficient of fitness of fixed assets, the level of turnover per 1 m² of retail space and the factor of loading of service channels.

Thus, the calculated partial integral local indicators on the components of competitive potential served as an analytical basis for further determination of the integral indicator of the competitive potential of the studied enterprises of the restaurant industry (table 2.11), and also allowed to draw conclusions about its level (Fig.2.14-2.15)

Table 2.11

Generalized results of the calculation of the integral indicator of the competitive potential of enterprises of restaurant business

Name of the restaurant business enterprise	Analyzed period			Change rates,%		Change vectors in 2015-2017 period
	2015	2016	2017	2017 to 2015	2017 to 2016	
1	2	3	4	5	6	7
Restaurants						
LLC «Familiia»	0,654	0,731	0,820	125,33	112,14	→→→
LLC «Lux Servis Plus»	0,646	0,719	0,759	117,46	105,56	→→→
LLC «Interfud-Kharkiv»	0,609	0,658	0,679	111,51	103,18	→→→
LLC «Kardym»	0,645	0,673	0,605	93,83	89,97	→→←
LLC «ART Expo»	0,672	0,693	0,744	110,71	107,40	→→→
PB «Firma «Romul 4»	0,669	0,723	0,621	92,77	85,90	→→←
<i>Average value</i>	<i>0,649</i>	<i>0,699</i>	<i>0,705</i>	<i>108,601</i>	<i>100,692</i>	<i>→→→</i>
Cafes						
LLC «Ritordo»	0,533	0,624	0,585	109,63	93,63	→→←
LLC «Bruskerdo»	0,500	0,595	0,501	100,31	84,19	→→←

LLC «Restoratsiia nomer odyn»	0,532	0,613	0,673	126,47	109,83	→→←
LLC «Brinprofit»	0,616	0,721	0,718	116,47	99,57	→→←
LLC «Dzhi eich Interneshenel»	0,654	0,581	0,527	80,65	90,69	→←←
<i>Average value</i>	<i>0,567</i>	<i>0,627</i>	<i>0,601</i>	<i>106,708</i>	<i>95,580</i>	<i>→→←</i>
Bars						
LLC «Matonardi»	0,569	0,704	0,607	106,69	86,20	→→←
LLC «Komunikatsii i Komfort»	0,488	0,548	0,542	111,09	98,84	→→←
LLC «Kharkiv Restoratsiia»	0,537	0,653	0,660	122,97	100,98	→→→
LLC «Krostindi»	0,511	0,591	0,686	134,18	116,09	→→→
LLC «Polendora»	0,494	0,561	0,633	128,02	112,88	→→→
<i>Average value</i>	<i>0,520</i>	<i>0,612</i>	<i>0,626</i>	<i>120,59</i>	<i>103,00</i>	<i>→→→</i>

Analyzing the general tendencies of development of the integral indicator of competitive potential estimation (Table 2.11, Fig.2.14), we can draw generalizing conclusions, that is during 2015-2017. the value of the integral indicator calculated for restaurants is 0.705 in 2017, which is 8.6% more than in 2015. and 0.69% compared to 2016. Realization of competitive potential is characterized by a sufficient level, and the direction of change - by growth. Calculation results for 60% of restaurants (LLC «Familiia», LLC «Lux Servis Plus», LLC «Interfud-Kharkiv», LLC «ART Expo») indicate that over the course of three years, enterprises have been gradually increasing their level of competitive potential. A similar upward trend in the level of competitive potential was identified among bars. If in 2015, the integral indicator was 0.52 (allowable level of realization), already in 2017. - 0.63 (average level of sales), which is 20.59% higher than in 2015. Analyzing the calculated value for the cafes, we note that the integral indicator in 2017. was 0.601, down 3.9% from bars and 14.7% from restaurants. Analyzing the development trends, it is established that during 2015-2016. there was an upward trend (up 10.5% in 2015 from 2016), but in 2017 the rate of decline to the level of 2016 was 4.2%. The main factors of negative influence on the overall competitive potential among the cafes are the decrease of marketing, financial and organizational potentials.

LOCAL COMPONENTS OF COMPETITIVE POTENTIAL

		Financial	Production	Marketing	Innovative	Client	Technical and technological
LEVEL OF IMPLEMENTATION	High (A)						9,15
	High enough (A ⁻)	1,2,3,5,9,10,14,15,16	1,2,7,8,10,15,16	1,2,5	1,2,4	1,2,4,5,6,9,10,12,13,14,15,16	1,2,3,4,5,6,7,8,10,11,12,13,14,16
	Average (B)	4,6,7,11	3,5,9,12,13,14	3,6,8,9,14,15	3,5,6,9,10,11,12,13,14,15	7,8,11	
	Allowable (B ⁻)	8,12,13	4,6,11	4,7,10,11,12,13,16			
	Low (C)						

Legend:

Restaurants: 1- LLC «Familiia»; 2- LLC «Lux Servis Plus»; 3- LLC «Interfud-Kharkiv»; 4- LLC «Kardym»; 5- LLC «ART Expo»; 6- PB «Firma «Romul 4». **Cafes:** 7- LLC «Ritordo»; 8- LLC «Bruskerdo»; 9- LLC «Restoratsiia nomer ody»; 10- LLC «Brinprofit»; 11- LLC «Dzhi eich Interneshenel». **Bars:** 12- LLC «Matonardi»; 13- LLC «Komunikatsii i Komfort»; 14- LLC «Kharkiv Restoratsiia»; 15- LLC «Krostindi»; 16- LLC «Polendora».

Fig.2.14. Qualitative assessment of local components of competitive potential of enterprises of restaurant business in 2017.

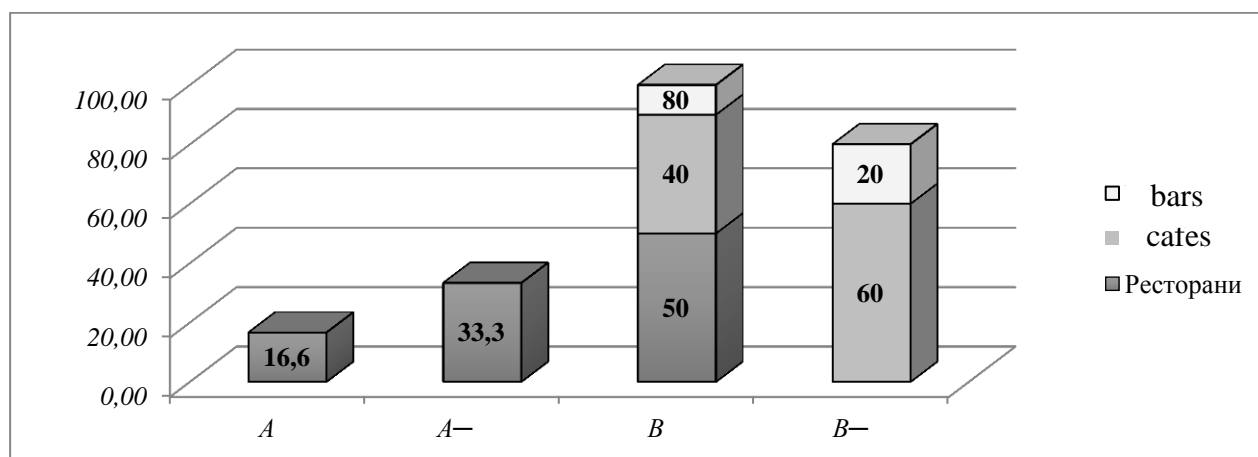


Fig.2.15. The share of enterprises of the restaurant industry by the assessment of competitive potential, %

Thus, the proposed scientific and methodological approach to the evaluation of the competitive potential of the restaurant business enterprises, which, unlike the existing ones, involves the calculation of the integral indicator of the competitive potential, formed on the basis of complex assessments of its local components (financial, marketing, technical and technological, innovative, production, and customer), which allows concentrating the efforts of individual components of competitive potential on the implementation of the main functions of the restaurant business enterprise (production, sale and consumption) and allows to create strategic prospects of restaurant business enterprises in the competitive restaurant business environment. This approach provides a comprehensive look at the problem of managing competitive potential and also assess strategic prospects of restaurant business enterprises in a competitive environment.

Summarizing the results of the calculations, it should be noted that in the conditions of constant fluctuations in the market conditions, the influence of external fluctuations on the processes of development of restaurant business enterprises, management of their competitive behavior requires the use of new, modern methods that would adequately take into account the existing linearity of the process. the optimal type of competitive strategy. However, when determining possible strategic alternatives, it should be borne in mind that restaurant business enterprises have different levels of realization of competitive potential, are at different stages of their life cycle, have different opportunities to form a key competitive asset - consumer loyalty to the restaurant business establishment and, accordingly, retaining leadership competitive positions in the restaurant business. The following section is devoted to addressing these issues.

Conclusions to chapter 2

The conducted analysis of development tendencies of restaurant business enterprises allowed to make the following conclusions:

1. Analytical evaluation of the development tendencies of the restaurant business enterprises showed that in the last two years (2016–2017) the industry is trying to recover actively after the political and economic crisis of 2014–2015. The volume of sales, goods and services of the restaurant enterprises in 2017 amounted to 25718.5 UAH, which is by 11,41% more than in 2016. In 2017, the enterprises of the restaurant business received a net profit of 512,8 million UAH, and the level of profitability amounted to 10,8%, which indicates an increase the effectiveness of their activities and ascertain the fact of adaptation to the new conditions of economic development of Ukraine is established. The result of the restoration of the dynamic development of the restaurant business enterprises in Ukraine is a positive tendency of an increase in the number of enterprises and, as a result, an increase in the number of employees in the restaurant business.

2. It is established that the structure of establishments in the largest cities of Ukraine has certain peculiarities, and the number of restaurant business establishments is determined by the development of tourist infrastructure of the region. At the same time, the largest share is characteristic of restaurants and cafes - 46%, the share of bars and pubs in the overall structure is 14%, and Fast Food is 40%. These facts testify to the high level of competition in the restaurant industry.

3. During the analysis it was determined that the modern restaurant business is represented by a wide variety of types of establishments: from classic fast food to the authoritative restaurants of "high cuisine". There is a pronounced tendency of strengthening of the accents of the restaurant business enterprises in the national cuisine, due to the popularity of "healthy eating" on the one hand, and the decrease of real incomes of the population on the other. Increased interest in delicious and healthy food has influenced the emergence of new trends in the restaurant business. Over the past year, the open kitchen format has become popular. The conditions and

rhythm of life of major cities have led to an increase in the popularity of mobile establishments - food trucks ("cafes on wheels") of different types: coffee shops, ice cream, confectionery, grill bars, traditional fast food, pizzerias and even mobile breweries. A wide variety of different types of restaurant business establishments establish competition in this area.

4. In order to form a sustainable competitive advantage of the restaurant business enterprises by the main criteria: quality of the kitchen, level of service and timeliness of the dishes, a complex of modern innovations to form a competitive strategy in two directions - technical and organizational-technological in the main functions of the restaurant business enterprises (production and organization of consumption of culinary products and services) was formed.

5. Considering that the effectiveness of the implementation of the competitive strategy of any business entity can be ensured provided the balance of internal capabilities and the external environment, based on a survey of restaurateurs and leading experts in the restaurant business, a list of PEST - factors of the external environment that takes into account the industry specific of restaurant business enterprises. In order to determine the level of instability of the modern external environment, the model of estimation of the level of environmental instability is substantiated, which involves the calculation of the integral indicator of environmental instability formed by the results of ranking external factors by the characteristics of mobility, complexity and uncertainty. Based on the results of the calculations, it is concluded that the restaurant business enterprises operate in an uncertain mobile environment with many factors available.

6. Given the need for an adequate assessment of the ability of the restaurant business enterprises to execute exchanges with the external environment based on the calculation of the value of the aggregate pressure index of the external environment, it is established that the formation and implementation of the competitive strategy of the restaurant business enterprises is carried out in conditions of high pressure of the external environment.

7. In order to ensure the dynamic interaction of the restaurant business enterprises of the Kharkiv region with the external environment, a methodological toolbox is proposed that allows to determine the optimal type of adaptation of the restaurant industry to its conditions (active, moderately-active, preventive, compensatory, passive) on the basis of established compliance of the characteristics of the environment. On the basis of the developed matrix in the coordinates "Instability of the external environment - pressure of the external environment" a characteristic emphasis is placed on management in the face of strategic surprises.

8. given the need to determine the strategical prospects and opportunities of restaurant business enterprises in a competitive environment, a scientific and methodological approach to the evaluation of competitive potential of restaurant business enterprises, which, unlike the existing ones, includes the calculation of integral indicator of competitive potential, formed on the basis of complex assessments of its local components (finance, marketing, technical and technological, innovative, production and client) was proposed, which makes it possible to concentrate the effort of individual components of competitive potential on implementation of base functions of a restaurant business enterprise (production, realization and consumption) and allows to form strategical prospects of development of restaurant business enterprises in a competitive environment. By the results of evaluation it was determined, that the level of competitive potential of restaurant business enterprises as a whole is characterized by a sufficient level and the vector of changes is growth.

CHAPTER 3.

METHODICAL FUNDAMENTALS FOR FORMING COMPETITIVE STRATEGY OF RESTAURANT BUSINESS ENTERPRISES

3.1. A methodological toolkit for determining the stage of life cycle of restaurant business enterprises

The current economic environment complicates the conditions for ensuring competitive development in the long run. With limited time to develop and make managerial decisions, traditional approaches to substantiate the strategy of the enterprise, characterized by high regulation of all processes and a high degree of formalism, do not provide the desired effect in a dynamic external environment [211, p.110]. Management of modern restaurant business enterprises should be focused on effective management of its business processes, search for innovative sources of development of competitive potential and increase. Structural changes occurring in the modern economy of Ukraine, integration into the European Union, determine the feasibility of non-standard approaches to the formation of a competitive strategy of the restaurant business enterprises.

The speed of the processes of environmental change, the development of integration processes on the one hand, the growing demands and changing customer demands - on the other, require the restaurant business enterprises to transform their competitive advantages accordingly. The responsiveness to dynamic environmental changes and the creativity of the competitiveness management approach are determinants of success. The commitment of the restaurant business enterprises to ensuring successful development in the long term raises the issue of ensuring its strategic competitiveness, taking into account the life cycle stage. As there are certain quantitative and qualitative changes in goals and priorities at every stage of the life cycle of the restaurant business enterprise.

The restaurant business enterprise, like any other enterprise in other industries, is developing cyclically. At the time of creation, the enterprise has a set of its primary development goals and limited resources. However, at some point in time t , it accumulates some competitive potential to perform a transition to a new stage of development. The new cycle of development implies the setting of new goals and, accordingly, necessitates the increase of the level of competitive potential, which allows to carry out qualitative transformation of competitive advantages in the sphere of restaurant business. At different stages of the life cycle, the enterprise changes the target strategic vectors of its development, generates various competitive advantages, which in these circumstances are the priority. In order to ensure a timely response to changing factors influencing and adjusting the competitive strategy, depending on the requirements of the internal and external environment, it is necessary to have information about the actual stage of the restaurant business enterprise and possible prospects.

The concept of life cycles of the enterprise is the subject of active scientific discussions of domestic and foreign scientists: I. Adizesa [5; 220], I. Bernad [19], I. Blanka [22], S. Dovbnia, Yu. Shembel [57; 208], Zh. Poplavskoi, I. Taranenko, O. Krasovskoi [159], R. Kvanytskoi [95], O. Firstovoi [197], O. Shatskoi [207], B. Milner [130], Y. Shumpeter [214] etc. The position of scientists, according to which the life cycle of the enterprise consists of stages (or phases), which are periods that the enterprise lives within the same value units and fix first of all the specifics of management tasks in a certain period of functioning of the enterprise is generally accepted. According to scientists, the life cycle of an enterprise depends on the type of industry and product, the type of production, the state of resources and the professionalism of management. The conducted scientific search testifies to the absence of the generally accepted approach to defining the essence of the "life cycle of the enterprise" concept, the number and names of its stages.

Noteworthy is the approach of I. Adizesa, who proposed a model in which the stages of enterprise development are called by association with human growth - "birth", "childhood", "maturity", etc. [5, p.113]. this approach, in our view, is quite

justified, since each enterprise goes through the same stages of development from the beginning. As a result of its further development, the company acquires new qualities, which accordingly characterizes a new stage of activity. In his turn, B. Z. Milner in his work defines the life cycle of an enterprise as "... unanticipated changes with a certain sequence of states over time" [130, p. 52]. The scientist's emphasis on the temporal limitation of the state of the enterprise emphasizes the need to develop appropriate management decisions aimed at ensuring its "readiness" for various unpredictable changes. At that time, I. Bernard characterized the life cycle of the enterprise "... both as a procedural process of development and as a stage" [19]. The term "procedural", which is key in defining the essence of the life cycle of a company scientist, focuses attention on the one hand on the rights of the enterprise, on the other, and its obligations at each stage of development. According to I. A. Blank "... the life cycle of the enterprise is the total period of time from the beginning of the enterprise to the natural termination of its existence or revival on a new basis" [22, p.87]. It draws attention to the scientist's emphasis on "the possibility of reviving the enterprise on a new basis." At the same time, it should be noted that in the conditions of fierce competition the possibility of preserving the viability of the enterprise and its "revival" are quite difficult. Today, competitive businesses are those catering businesses that are able to meet the demands of the environment and meet the demands and demands of consumers better than competitors.

Management theory proposes to consider the life cycle of the enterprise as "... the set of stages that the enterprise goes through in the process of its life from creation to liquidation, each of which is characterized by a specific system of strategic goals and objectives, peculiarities of formation of resource potential, the achieved results of operation" [208, p. 40]. Undoubtedly, as it develops, the enterprise increases its resource potential, the realization of which provides certain financial results. However, the resource approach that is followed in this definition leaves out such an important, in our view, factor as competence. Because of the competence, the ability to create a unique atmosphere in the institution, the skill of

the personnel to produce unique dishes and quality service to consumers of the restaurant business enterprise depends on it.

Unlike many researchers, N. V. Radionova believes that the life cycle of an enterprise is "... certain patterns in the development of any enterprise, which may differ in the speed of flow and the amplitude of the level of development" [165]. The amplitude of development on which the scientist's attention focuses is on the frequency of change. Of course, as stated in subparagraph. 2.2, considering the different environmental conditions, the enterprise chooses the appropriate type of adaptation to them. Changing of environmental conditions over time necessitates a change in the type of adaptation in order to ensure timely response and counteract the negative impact of a wide range of PEST - factors, a list of which is individually tailored for enterprises in various fields of economic activity.

Characterizing the essence of the life cycle of O. Yu. Firstova treats it as "... the period of activity of an enterprise, during which it passes certain stages of development," is limited in time [197, p.73]. Noteworthy is the approach of O. Kozlovoi, who views the life cycle of the enterprise as "... the set of stages that create a complete circle of development over a certain period of evolution of the enterprise, after which its values and activities can fundamentally change" [102, p.186] . Of course, at each stage of its development, the values of the enterprise are different. Thus, if at the stage of creation the priority goal of the restaurant business enterprise is to ensure its compliance with the competitive environment, at the stage of development - to ensure consumer commitment to the enterprise and maintain the achieved level of competitiveness, then at the stage of decline, the main value of the company is to maintain competitive positions and retain regular customers.

Noteworthy is view of Kozachenko H.O., according to which "... the life cycle is a set of stages of system activity that consistently change one another, each characterized by a specific purpose of activity and condition of both the large production and financial system as a whole and its structural units, a special form of organizational mechanism that realizes the achievement of strategic and operational goals of the system [101, p.14]. This approach, in our view, underscores the

complexity of organizing the effective operation of a restaurant business enterprises to achieve strategic and operational development goals.

Summarizing the results of the content analysis of the concept of "life cycle of the enterprise" it should be noted that each scientist put some emphasis in the definition. At the same time, the views of scientists are based on the concept of "cycle", which means "repetition in time of different phases, positive and negative deviations available for accurate measurement" [214, p.5]. With this in mind, the lifecycle stages of the enterprise should be established and clear boundaries of transition from one stage to another should be outlined.

There is no single point of view in the economic literature regarding the number of stages (phases,)of the life cycle of an enterprise. Researchers vary from an average of three (Kats D., Kann R., Hreiner L.) to ten (I. Adizes) stages of the enterprise lifecycle. Existing models of the life cycle of the enterprise, offered by domestic and foreign scientists, differ in their content, quality and sequence of stages, as they determine the peculiarities of the enterprise development both in Ukraine and in the West. In order to carry out the classification analysis of the stages of the life cycle of the enterprise (Table 3.1), the model is standardized in the work and is reduced to the generally accepted form: emergence, growth, stability, decline, bankruptcy (liquidation). Also note that all of the following:

Table 3.1

Classification analysis of the stages of the life cycle of the enterprise (compiled on the basis of works [5; 17; 19; 22; 48; 57; 130; 161; 193; 207; 213; 216])

Stages of the life cycle	Number of stages	Standardization of stages	Representatives of scientific thought
Origin, growth, peak activity, decline	4	Origin, growth, stability, decline	Yudanov A. Yu. [216, c. 37]
Origin, growth, stability, decline	4	Origin, growth, stability, decline	Hryhoriev V.V. [48, c.222]
Initial period, childhood stage, maturity, decline	4	Origin, growth, stability, decline	Bornstain D. [26, c.120]
Formation, expansion, stabilization, attenuation	4	Origin, growth, stability, decline	Brahyn L. A. , Danko P. P. [193, c.64]
Birth, childhood, come on, youth, dawn, stability, aristocracy, early bureaucracy, bureaucracy,	10	Origin, growth, stability, decline, liquidation	Adizes I. [5, c. 141]

Stages of the life cycle	Number of stages	Standardization of stages	Representatives of scientific thought
death			
Birth, childhood, youth, early adulthood, maturity, full maturity, aging, renewal	8	Origin, growth, stability, decline, growth	Milner B.Z. [130, c. 58]
Birth, childhood, early maturity, ultimate maturity, aging	6	Origin, growth, stability, decline	Blank I.A. [22, c. 674]
Childhood (losses), youth (first income), maturity (maximum profit), old age (lower income)	4	Origin, growth, stability, decline	Belyi M., Prykhodko V. [17]
Birth, youth, maturity	3	Origin, growth, stability	Lippit D., Shmidt V. [19]
Creativity, directive leadership, delegation, coordination, collaboration	5	Origin, growth, stability	Hreiner L. [57, c. 41]
Birth, growth, stability, decline	4	Origin, growth, stability, decline	Miller D., Frizen P. [213, c. 84]
Rise, inhibition of development, crisis, recovery	4	Origin, growth, stability, decline, growth	Lihonenko L.V. [161, c. 473]
Simple system, stable organization, improvement of structure	3	Origin, growth, stability	Kats D., Kann R. [207, c. 30]

According to the results of the analysis, five main stages of the life cycle characteristic of the restaurant business enterprises are identified, which take into account the peculiarities and specificity of the activity of the enterprises of the industry, namely: birth, growth, slow growth, maturity (stagnation), decline.

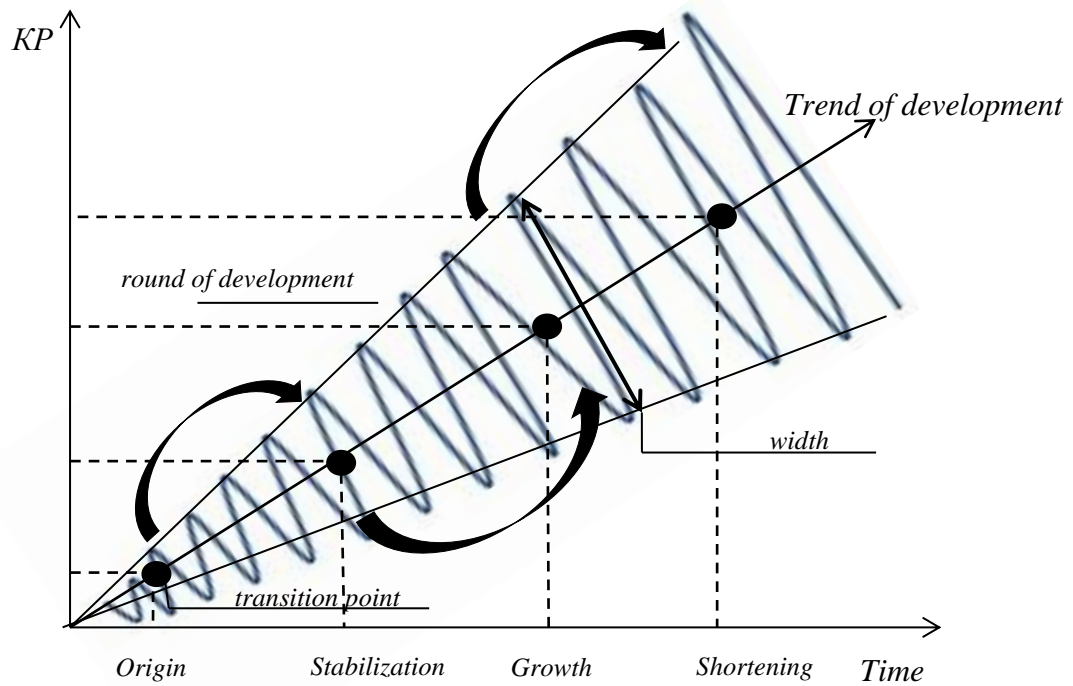


Figure. 3.1. Cycles of development of restaurant business enterprises depending on competitive potential (the author's developed)

The development of the enterprise is a spiral (Figure. 3.1), the more mature the enterprise is, the higher the level of development of its competitive potential (accordingly, the width of the spiral is greater). The transition to another stage of development is due to the activation of the level of competitive potential (KP). The developmental milestone characterizes the transition to the next stage. Moreover, the steeper the rise, the more resources are at risk of an enterprise in the event of a crisis, but if the level of competitive potential is high and stable, the longer the period of the enterprise's stage of growth.

Describing the features of the restaurant business enterprise at the growth stage, we note that at this stage, as a result of increased sales, there is no acute shortage of cash, characteristic of the stage of origin. The restaurant business enterprise as a result of reaching a certain segment of the restaurant business market and "winning" the commitment of a certain circle of consumers begins to grow - gives the impression that the enterprise is flourishing. This often makes it

overconfident. Restaurant business enterprise is characterized by reactive behavior, but it responds to the opportunities provided by the external environment, but cannot yet anticipate them. The enterprise is still making mistakes. However, the more serious the error, the more significant the losses. In the future, such actions lead to a situation where the restaurant business enterprise begins to lose financial and economic stability [69, p.77]. The growth stage for restaurant business enterprises can be characterized by an increase in the level of competitive potential due to the intensification of investment attractiveness, which is stimulated by increasing demand and increased consumer loyalty.

The stage of slow growth is characterized by a decrease in the growth rate of income of the restaurant business enterprise. Opportunities to support the development of the restaurant business enterprise are approaching their limit, and the pace of development is slowing. The restaurant business enterprise is coming to the peak of its business activity. In order to maintain the desired level of competitiveness, it should invest additional funds in upgrading the technical base, improving the level of technology and production organization, improving competitive potential.

The stage of maturity is the optimum point on the spiral of the life cycle of the restaurant business enterprise as it reaches the pinnacle of its success. At this stage, income stability is ensured. Satisfaction of consumer demand for the products and services of the restaurant business enterprise is carried out by the proven technology of maintaining constant demand based on the ability to update the menu and the range of additional services according to consumer requests and requirements. At this stage, the target volume of the restaurant service is provided by a contingent of loyal customers. At the same time, opportunities for growth in sales and increase in revenue can be expanded by implementing effective marketing tools.

A characteristic feature of the activity of the restaurant business enterprise at the stage of decline is the tendency to increase of unsatisfactory consumer demand for restaurant products and services, which is manifested in the negative dynamics of the main indicators of financial and economic activity. Sustainability at this stage is possible through diversification and integration of activities, the development of a

new concept for the restaurant business enterprise, the introduction of innovative restaurant technologies for the production of culinary dishes and customer service. implementation of these measures is possible only on the basis of attracting investment resources.

At the stage of recession there are two possible options for the development of a restaurant business enterprise - death or rebirth. For the full restoration of the restaurant business enterprise, it is necessary to make the conversion of material and technical base, change the concept of the institution, management policy, use innovative determinants both in culinary skills and in service technology.

Being at a critical point, any business entity seeks to improve its financial and economic condition, reach a new level of development, increase profitability and make a quantitative and qualitative transition to a more profitable stage of the life cycle. However, the entire enterprise in the actual economic conditions may vary depending on the aggressiveness of the external environment and internal flexibility of the enterprise. In addition, empirical studies by a number of scientists have found that, although life cycle stages differ significantly in their characteristics, they do not follow one another in a deterministic sequence (clearly the stage of maturity should follow, and maturity should be a decline), because as a result of a crisis or as a result of timely measures taken, an enterprise can "jump" from one stage of development to another.

Given that the competitive strategy should take into account the peculiarities of the life cycle stage of the restaurant business enterprise, each of which is relevant to various problems that, in our opinion, determine the dominant style of management of competitive behavior, the issue of justifying the methodological approach to determining the stage of the life cycle.

In order to solve this problem, we conducted an analysis of the positions of scientists regarding the identification of the life cycle stage, which showed the discrepancy between the parameters of the evaluation. Thus, a group of scientists [159] found that enterprises at different stages of the life cycle differ in the degree of uncertainty, the structure of assets and the prospects for investment. According to O.

Firstovoi's view [121] there are four key parameters that have different meanings at different stages of the enterprise life cycle: strategy, structure, context and decision-making style. In turn, V. Dickinson states that the stage at which an enterprise is located can be determined by the value of the ratio of cash flows from operating, financial, and investment activities [233]. At the same time, the existing models are mostly intuitive and based mainly on qualitative parameter estimates.

In our view, the determination of the life cycle stage of an enterprise should be made on the basis of the main indicators of economic activity achieved at the time of evaluation. The following requirements should be taken into account [29, p.33]: materiality (indicators should be as informative as possible and allow to obtain a holistic vision about the stages of the life cycle), comparability, ease in obtaining data from the public annual financial statements of the enterprise. In view of the requirements for the formation of a system of indicators for determining the stage of the life cycle of a restaurant business enterprise, in our opinion, the most appropriate is the financial approach (Table 3.2).

Table 3.2

A system of indicators for determining the life cycle stage of a restaurant business enterprise [57]

Indicator	Legend	Substantiation for choosing an indicator
Profit before tax and interest on loans and credits	τ_t^{PL}	The choice of this indicator, rather than net profit, is conditioned by the need to provide a uniform dimension between the amount of profit, the amount of receivables and balances of current assets in the accounts and cash desk of the enterprise.
Short-term receivables and cash on accounts	τ_t^{DZ}	Accounts receivable shows possible additional sources of net income generation. Cash balances after balancing items are also used to generate net income
Amortization of fixed assets	τ_t^{AM}	Depreciation and amortization are included in net income, unchanged, however, they are taken into account in the indicators for accounting for the increase (or decrease) of the sum of all possible means that generate further net income
Productivity of the average employee	τ_t^H	This parameter is a multiplier of cash aimed at generating net income, and it contains information about the tendency of increase (or decrease) of variable and fixed costs of the enterprise

Based on the development of S. Dovbnia and Yu. Shembel, it is proposed to determine the life cycle stage of a restaurant business enterprise by the formula [57]:

$$\tau_t^{LC} = \frac{\tau_t^H}{\tau_{t-1}^H} \times (\tau_t^{PL} + \tau_t^{AM} + \tau_t^{DZ}), \quad (3.1)$$

with τ_t^{LC} being the level of efficiency of the restaurant business enterprise development (life cycle stage),

τ_{t-1}^H being the the average employee's productivity in the past period [95,c. 134].

Note that based on the calculation of the dynamics of the indicator τ_t^{LC} (indicators $(\tau_{t+1}^{LC} - \tau_t^{LC})$, with τ_{t+1}^{LC} being the stage of the life cycle of restaurant business enterprises in the future $t + 1$ -th period) defines, as a rule, three stages of the life cycle [128, p.134], namely:

1) stage of growth, when the current value of the indicator in the $t + 1 - st$ period is greater than its average value in the previous $t - th$ period $(\tau_{t+1}^{LC} - \tau_t^{LC}) > 10\% \times \tau_t^{LC}$;

2) the stage of maturity, when the current value of the indicator at the $t + 1 - th$ period is practically no different from its value in the previous t -th period $(\tau_{t+1}^{LC} - \tau_t^{LC}) \approx 0$;

3) a stage of decline when the current value of the indicator in the $t + 1 - th$ period is less than its value in the previous $t - th$ period $(\tau_{t+1}^{LC} - \tau_t^{LC}) < 0$.

However, it should be noted that in practice it is almost impossible to obtain exactly the same values for the periods τ_t^{LC} . Because in the previous calculations there was a situation in which with a slight increase or decrease the indicator τ_t^{LC} always falls in the range "Growth" or "Decline". However, such increases or decreases in the index τ_t^{LC} can be very small and characterize the stage of maturity. Therefore, using the approach proposed by S.B. Dovbni, introduced the concept of "approaching zero within $\pm \alpha\%$ of τ_t^{LC} ". It means that if $(\tau_{t+1}^{LC} - \tau_t^{LC})$ is within $(\alpha\% * \tau_t^{LC}) < (\tau_{t+1}^{LC} - \tau_t^{LC}) < (\alpha\% * \tau_t^{LC})$, then this means ≈ 0 (approaching zero). The parameter $\alpha\%$ is set independently and denotes the percentage of the tolerable deviation from the initial (current) value of the indicator τ_t^{LC} [57, p.90].

However, if the stage of maturity implies the relative stability of the exponent τ_t^{LC} . in dynamics (that is, the approximation to (ie $(\tau_{t+1}^{LC} - \tau_t^{LC}) \approx 0$) within the admissible deviation from its initial (current) value, then the stage of slow growth is characterized only by a tendency to increase the exponent τ_t^{LC} . in dynamics (ie $(\tau_{t+1}^{LC} - \tau_t^{LC}) > 0$) to set the upper limit of the tolerable deviation from the initial (current) value of the indicator τ_t^{LC} . (ie, "growth within + $\alpha\%$ of τ_t^{LC} . ").

In order to identify the stages of the life cycle "growth", "slow growth" and "maturity" it is proposed to set the following percentages of the tolerable deviation from the initial (current) value of the indicator τ_t^{LC} . at these stages, namely for the growth stage - "growth within + 10% of τ_t^{LC} . "(ie $\alpha = + 10\%$), we believe that the growth of all indicators at this stage cannot be less than 10%, since the activity for such indicators can be considered as a little effective, slow growth - "growth within + 8% of τ_t^{LC} . " (ie $\alpha = + 8\%$), we believe that slower growth implies an increase in indicators of no more than 10%; for the stage of maturity - "approaching zero within $\pm 5\%$ of τ_t^{LC} . " (ie $\alpha = \pm 5\%$), since this value is the maximum permissible deviation of the index τ_t^{LC} . from 0, which characterizes its relative stability in dynamics.

Based on the above conditions and peculiarities of determining the life cycle stages for the restaurant business enterprises, a scale for determining the indicator τ_t^{LC} . was developed (Table 3.3).

Table 3.3

Scale of determination of lifecycle stage of restaurant business enterprises
(developed by author)

Indicator value τ_t^{LC}	Stages of the life cycle
$(\tau_{t+1}^{LC} - \tau_t^{LC}) \geq 0$	Народження
$(\tau_{t+1}^{LC} - \tau_t^{LC}) < 10\% \times \tau_t^{LC}$	Зростання
$(\tau_{t+1}^{LC} - \tau_t^{LC}) < 8\% \times \tau_t^{LC}$	Уповільнене зростання
$(-5\% \times \tau_t^{LC}) < (\tau_{t+1}^{LC} - \tau_t^{LC}) < (5\% \times \tau_t^{LC})$	Зрілість
$(\tau_{t+1}^{LC} - \tau_t^{LC}) < 0$	Занепад

The baseline and estimated data for determining the life cycle stage of restaurant business enterprises are given in Appendix F, Table F.1-F.3, an estimation of the received results concerning determination of a life cycle stage for the researched restaurant business enterprises is given in table 3.3..

Table 3.4

Results of the life cycle defragmentation of the restaurant business enterprises

Life cycle stage for period	Birth*		Growth		Slow growth		Maturity		Decline	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Restaurants										
LLC «Familiia»					+	+				
LLC «Lux Servis Plus»							+	+		
LLC «Interfud-Kharkiv»					+	+				
LLC «Kardym»							+	+		
LLC «ART Expo»					+	+				
PB «Firma «Romul 4»					+	+				
Caffes										
LLC «Ritordo»							+	+		
LLC «Bruskerdo»			+	+						
LLC «Restoratsiia nomer ody»							+	+		
LLC «Brinprofit»							+	+		
LLC «Dzhi eich Interneshenel»							+	+		
Bars										
LLC «Matonardi»							+	+		
LLC «Komunikatsii i Komfort»									+	+
LLC «Kharkiv Restoratsiia»						+		+		
LLC «Krostindi»							+			+
LLC «Polendora»							+			+

* none of the restaurant business enterprises under study are at the birth stage, since the minimum entry date at EDRPOU is from 2010.

Analyzing the data given in Table 3.4, it should be noted that the calculated indicator τ_t^{LC} during 2016-2017 preserves the sequence of life cycle stages for all restaurant business enterprises. Life cycle defragmentation results indicate that 66.6% of restaurants are in a slow-growing phase (LLC «Familiia», LLC «Interfud-Kharkiv», LLC «ART Expo», PB «Firma «Romul 4») and 33 others, 4% is determined by the stage of maturity (LLC "Lux Servis Plus" and LLC "Kardym").

According to the results of the calculations, it is determined that 80% of cafes are at the stage of maturity (LLC "Ritordo", LLC "Restoratsiia nomer ody", LLC "Brinprofit", LLC "Dzhi eich Interneshenel") and 20% are at the stage of growth (LLC "Bruskerdo »).

The results of determining the life cycle stage for bars indicate that 60.0% of enterprises in 2016 was at the stage of maturity (LLC “Matonardi”, LLC “Krostindi”, LLC “Polendora”), 20% at the stage of decline and the other 20% at the stage of slow growth. However, as early as 2017. the maturity stage was determined for 40% of the bars studied, and the decline stage was characteristic for 60%. According to the calculations, only 18.75% of the restaurants have moved on to the next stage of their life cycle. Yes, LLC «Kharkiv Restoratsiia» has reached the stage of maturity, which indicates the stabilization of the company's income and strengthening its position in the market, LLC "Krostindi" and LLC "Polendora" moved to a stage of decline, as financial results during 2015-2017 had a negative trend to worsen.

Thus, the proposed methodological approach to determining the stage of the life cycle of a restaurant business enterprise takes into account the actual competitive potential achieved at a certain point in time, which is crucial for assessing the real possibilities of quantitative and qualitative changes of goals and priorities depending on the requirements of the internal and external environment during the formation of competitive strategy of the restaurant business enterprise and allows to determine the future prospects of further development on the basis of the established stage of the life cycle. The results of determining the life cycle stage in the dynamics for the restaurant business enterprises create an informational basis for determining the complex of management decisions for the formation of the competitive strategy of the restaurant business enterprises in the perspective period.

3.2. Assessment of the level of consumer loyalty to the restaurant business enterprise

Every restaurant business enterprise strives for the most complete satisfaction of requests and various requirements of consumers, the feature of which is the lack of a characteristic of constancy, over time they increase and change, acquiring "special shades". To maintain the competitive position of the restaurant business enterprises develop unique systems of measures aimed at the comprehensive development of

business processes and leisure and entertainment services, the implementation of which provides a high level of customer comfort, promotes the image of the restaurant business enterprise, and, accordingly, ensures a consistently high profits .

The competitiveness of the restaurant business enterprise and the competitiveness of restaurant services are interrelated as part and whole. The ability of a restaurant business enterprise to compete in the restaurant industry directly depends on the competitiveness of the restaurant services offered and the set of economic methods of the enterprise's activities that significantly affect the results of competition. In this aspect, the view of scientists should be fully supported, according to which "... provision of services of higher quality in comparison with competitors is one of the main directions of formation of strategic competitive advantages of the restaurant business enterprise. The key here is to provide services that meet, and even exceed, the expectations of the target consumers "[140, p.180].

Based on the results of subparagraph 1.1 theoretical study, it can be argued that the competitiveness of the restaurant business enterprises includes a large set of characteristics that determine its competitive position in the market. This complex may include the characteristics of the services as well as the factors that shape the overall economic conditions for the efficient operation of the restaurant business enterprise. The ability of the restaurant business enterprise to maintain a competitive position in the restaurant industry over a long period of time characterizes its ability to be customer-oriented. Since, as stated in subparagraph 1.2 only those restaurant business enterprises that are capable of meeting the requirements of consumers for all determinants forming its loyalty are competitive.

The practical value of determining the level of consumer loyalty is undeniable. The commitment of the restaurant business enterprise to increasing the level of consumer loyalty is the basis for strengthening their competitive position.

Based on the results of subparagraph 1.2 study, and taking into account the identified key determinants of consumer loyalty, in general, the level of consumer loyalty of the restaurant business enterprise may be represented by the following relationship:

$$L_j^R = \{P_j; H_j; A_j; S_j; W_j; I_j\}, \quad (3.1)$$

With L_j^R being the level of consumer loyalty of the j-th restaurant business enterprise; P_j being the evaluation of products of the j-th restaurant business enterprise; H_j being the evaluation of the personnel of the j-th restaurant business enterprise; A_j being the assessment of the atmosphere of the j-th restaurant business enterprise; S_j being the evaluation of the service of the j-th restaurant business enterprise; W_j being the evaluation of the pricing policy of the j-th restaurant business enterprise; I_j being the evaluation of the image of the j-th restaurant business enterprise.

In order to determine the level of consumer loyalty to the restaurant business enterprise, a scientific and methodological approach is proposed, the implementation of which provides a justification of the system of components of evaluation by the determinants of consumer loyalty, the corresponding estimation of the level of consumer loyalty for each determinant; a generalized assessment of the level of consumer loyalty (Figure 3.2).

Considering that the restaurant business enterprises simultaneously provides the public with services both in tangible (culinary products) and intangible (catering, ancillary services) forms, a system of key indicators of consumer loyalty determinants should be formed taking into account the most important aspects of quality and synthesize a set of basic requirements that the client puts forward.

Complexity and logical linking of indicators of consumer loyalty assessment of restaurant business enterprises according to the developed scheme (Figure 3.2) provides an opportunity to assess loyalty from the point of view of the consumer from receiving information about the restaurant service to its direct consumption. In order to form a system of indicators for assessing the level of loyalty of consumers of the restaurant business enterprises, a survey was conducted.

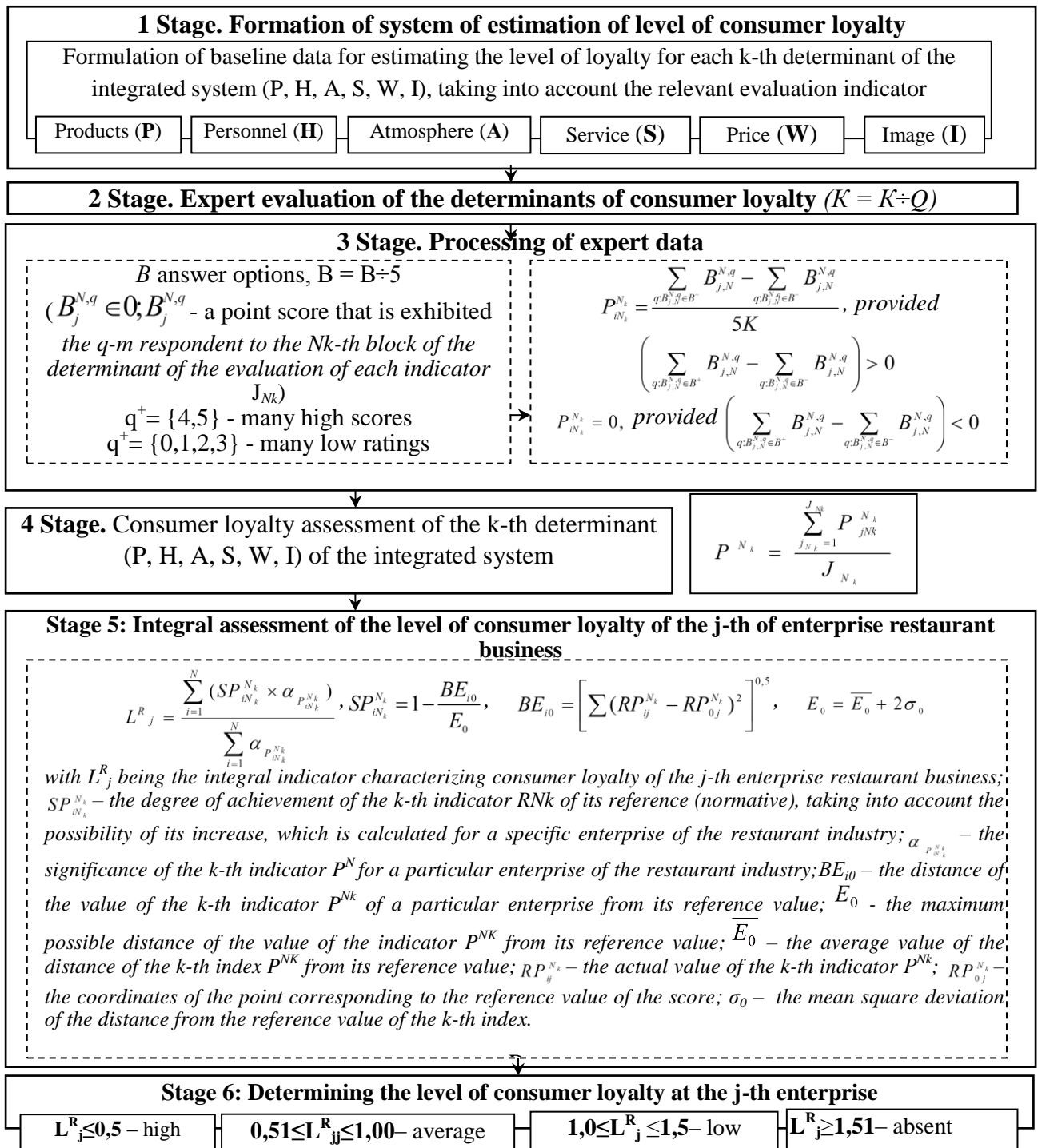


Figure. 3.2. Structural-logical sequence of stages of determining the level of loyalty of consumers of the enterprises of the restaurant industry (authors' development)

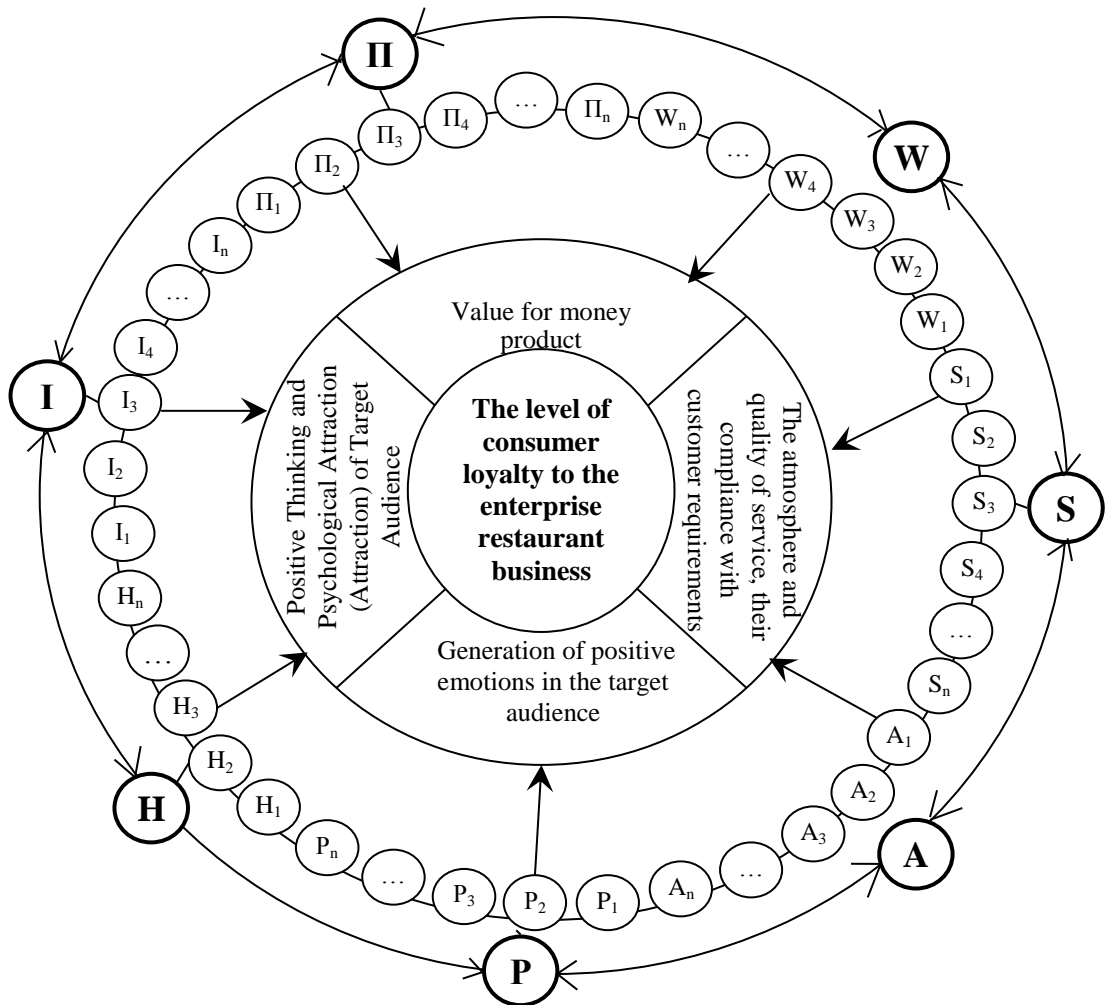
Visitors to the restaurant business enterprise, as well as leading marketers and business executives, were involved as respondents in the amount of 60 people. Each respondent was asked to complete a questionnaire in which it was necessary to

identify indicators that affect the level of consumer loyalty during a visit to a restaurant business enterprise (Appendix G, Table G.1). It should be noted that the respondents were asked to use a 5 point qualitative rating scale, where the value 1 is assigned to an indicator that has a low level of influence on the assessment of consumer loyalty by determinants, value 5 is assigned to a factor that completely affects the consumer loyalty to the determinants, the values 2,3,4 are assigned a corresponding intermediate value.

According to the results of processing the questionnaire data (Appendix G., Table G. 2), an integrated system of estimation of the determinants of consumer loyalty of the restaurant business enterprises was formed, which is shown in Figure 3.3.

Considering that during the research of objects, experts usually disagree on the solution of the problem identified, a quantitative assessment of the consensus of experts' opinions was made.

Checking the consistency of the experts' opinions regarding the estimation of the determinants of consumer loyalty of the restaurant business enterprises, the coefficient of variation according to the formula (2.5) was calculated. The calculated value of the coefficient of variation was 9.31%, which makes it possible to conclude that a high degree of consensus among the respondents regarding the formation of an integrated system of evaluation of the determinants of loyalty of consumers of restaurant business enterprises. It should be noted that the developed system of determinants of estimation of loyalty of consumers of the restaurant business enterprises is not exhausted. Depending on the individual characteristics of the restaurant business enterprise, it can be modified and expanded. Its value is the interconnection of key determinants of consumer loyalty (products, service, personnel, atmosphere, image and price of the restaurant business) and their integration into one. The result of such integration is the effect of synergy: 42 indicators are so closely interconnected that the improvement of one indicator automatically leads to the improvement of the other 41, thus ensuring the overall level of consumer loyalty of the restaurant business enterprises.



Legend:

P_1 - complexity menu; P_2 - breadth of the range of dishes; P_3 - quality of dishes; P_4 - quality of design of dishes; P_5 - sufficiency of dishes; P_6 - uniqueness of the dishes; P_7 - environmental friendliness of food products; H_1 - matching the appearance of the personnel to the corporate identity of the restaurant business enterprises; H_2 - level of professional training of service personnel; H_3 - observance by the personnel of sanitary and hygienic norms; H_4 - mastery of service; H_5 - personnel friendliness; H_6 - communicative personnel; H_7 - personnel ethics; H_8 - the speed of response of service personnel to customer requests; H_9 - knowledge of menu dishes, their composition; H_{10} - tact and correctness of service personnel; A_1 - originality and harmony of design of halls; A_2 - stylistic unity of the equipment, utensils, table sets; A_3 - sanitary condition of premises, tableware, linen; A_4 - microclimate (noise, lighting, temperature, sound); A_5 - corporate identity (interior design, interior design); A_6 - efficiency of table placement (comfort of rest of clients); S_1 - environmental friendliness and security of additional services; S_2 - the level of innovation of technical and technological methods of maintenance work (the presence of electronic menus, tablet screens on tables, etc.); S_3 - own car parking; S_4 - distance from the stop; S_5 - working hours; S_6 - complexity and uniqueness of additional services (karaoke, billiards, show programs, open kitchen, others); W_1 - level of prices for dishes; W_2 - fair value for money; W_3 - development of a system of price discounts; W_4 - availability of a regular customer card; W_5 - conversion of surveyed clients into real clients; W_6 - effectiveness of marketing campaigns; I_1 - the business reputation of the restaurant business enterprises; I_2 - the popularity of the restaurant business enterprises; I_3 - image of products and services of the restaurant business enterprise; I_4 - the level of innovation of the restaurant establishment; I_5 - the intensity of reports on the restaurant business in the media and the Internet; I_6 - active participation in various social events; I_7 - volume of satisfied customers

Figure 3.3. Integrated system of determinants of assessing the level of loyalty of consumers of restaurant business enterprises (compiled by the author)

Generalized conclusion about the level of loyalty of the consumer of the restaurant business enterprises is formed on the basis of calculation of the integral indicator of loyalty (formula 3.3):

$$L^R_j = \frac{\sum_{i=1}^N (SP_{iNk}^{Nk} \times \alpha_{P_{iNk}^{Nk}})}{\sum_{i=1}^N \alpha_{P_{iNk}^{Nk}}}, \quad (3.3)$$

with L^R_j being the integral indicator characterizing consumer loyalty of the j -th restaurant business enterprise; $\frac{\sum_{i=1}^N (SP_{iNk}^{Nk} \times \alpha_{P_{iNk}^{Nk}})}{\sum_{i=1}^N \alpha_{P_{iNk}^{Nk}}}$ – the degree of achievement of the k -th indicator P^{Nk} of its reference (normative), taking into account the possibility of its increase, which is calculated for a specific restaurant business enterprise; $\alpha_{P_{iNk}^{Nk}}$ – the significance of the k -th indicator P^{Nk} for a particular restaurant business enterprise; BE_{i0} – the distance of the value of the k -th indicator P^{Nk} of a particular enterprise from its reference value; E_0 – the maximum distance of the value of the indicator P^{Nk} of a from its reference value; $\alpha_{P_{iNk}^{Nk}}$ – the average value of the distance of the k -th index P^{Nk} from its reference value; E_0 – the actual value of the k -th index P^{Nk} ; RP_{0j}^{Nk} – the coordinates of the point corresponding to the reference value of the score; σ_0 – the mean square deviation of the distance from the reference value of the k -th index.

Note that determining the significance of the k -th determinant $\alpha_{P_{iNk}^{Nk}}$ and partial indicators of the integrated consumer loyalty assessment system of restaurant business enterprises is based on the use of expert judgment and is to determine the relationship between the individual indicators. For their calculation it is proposed to use the method of nominal and limit values [6, p.85], which are based on the use of valid and average data (formula 3.4):

$$\alpha_{P_{iNk}^{Nk}} = \frac{\lg \left(\frac{\overline{P_{iNk}^{Nk}}}{(P_{iNk}^{Nkd})_{\min}} \right)}{\sum_{i=1}^k \lg \left(\frac{\overline{P_{iNk}^{Nk}}}{(P_{iNk}^{Nkd})_{\min}} \right)}, \quad (3.4)$$

with $\overline{P_{iNk}^{Nk}}$ being the the nominal value of the k -th indicator of the determinant; $(P_{iNk}^{Nkd})_{\min}$ - the threshold value of the k -th positive indicator, which determines the worst but the minimum acceptable value.

The evaluation shows that the integral index L^R_j is a positive value oriented to minimize the distance to the standard. Value L^R_j , equal to 0.00 indicates high consumer loyalty and a correspondingly stable competitive position of the restaurant business enterprise. At the same time, given the demands of competition, the growing demands and demands of consumers puts new, higher criteria for ensuring a high

level of their loyalty. Reduced consumer loyalty to the restaurant business enterprise characterizes the loss of competitive advantage. The characteristic of this situation is a change in the integral index of loyalty L^R_j in a 0 to 1 range. In this case, if $L^R_j > 1$, then the competitive position of the restaurant business enterprise is rated as weak, which is the result of low or almost no consumer loyalty to the enterprise.

According to the results of the calculations (Appendix G, Table. G.3-G.11), the coefficients of the weight of the determinants of the consumer loyalty P^{Nk} are determined.:

$$\alpha_{P_i^{Pk}} = 0,143; \alpha_{P_i^{Hk}} = 0,1; \alpha_{P_i^{Sk}} = 0,167; \alpha_{P_i^{Ak}} = 0,167; \alpha_{P_i^{Wk}} = 0,1; \alpha_{P_i^{Ik}} = 0,143.$$

The results of calculating the integral indicator of consumer loyalty of a sample population of the surveyed restaurant business enterprise by the determinants: Products (P), Personnel (H), Service (S), Atmosphere (A), Price (W), Image (I) are given in Table 3.3.

Table 3.5

The value of integral indicators of assessing the level of loyalty of consumers of restaurant business enterprises by determinants (P,H,S,A,W,I)

Restaurant business enterprise name	Products (P)	Personnel (H)	Atmosphere (A)	Services (S)	Price (W)	Image (I)
1	2	3	4	5	6	7
Restaurants						
LLC «Familiia»	0,49	0,69	1,35	1,22	1,31	1,39
LLC «Lux Servis Plus»	0,49	0,45	0,44	0,72	0,71	0,49
LLC «Interfud-Kharkiv»	0,43	0,39	0,37	0,46	0,43	0,41
LLC «Kardym»	0,48	0,62	0,83	0,95	1,03	0,88
LLC «ART Expo»	0,86	0,80	0,91	0,79	1,18	1,00
PB «Firma «Romul 4»	0,87	0,97	1,38	0,91	1,45	1,44
<i>Maximum value</i>	<i>0,87</i>	<i>0,97</i>	<i>1,38</i>	<i>1,22</i>	<i>1,45</i>	<i>1,44</i>
<i>Average value</i>	<i>0,60</i>	<i>0,65</i>	<i>0,88</i>	<i>0,84</i>	<i>1,02</i>	<i>0,93</i>
<i>Minimum value</i>	<i>0,43</i>	<i>0,39</i>	<i>0,37</i>	<i>0,46</i>	<i>0,43</i>	<i>0,41</i>
Cafes						
LLC «Ritordo»	0,98	0,69	1,33	1,36	0,98	1,34
LLC «Bruskerdo»	1,44	0,87	0,99	1,26	0,89	1,38
LLC «Restoratsiia nomer ody»	0,70	0,30	0,88	1,06	0,95	0,96
LLC «Brinprofit»	0,50	1,23	0,49	0,64	0,49	0,56
LLC «Dzhi eich Interneshenel»	0,99	0,56	1,00	1,19	0,89	0,99
<i>Maximum value</i>	<i>1,44</i>	<i>1,23</i>	<i>1,33</i>	<i>1,36</i>	<i>0,98</i>	<i>1,38</i>
<i>Average value</i>	<i>0,92</i>	<i>0,73</i>	<i>0,94</i>	<i>1,10</i>	<i>0,84</i>	<i>1,05</i>
<i>Minimum value</i>	<i>0,50</i>	<i>0,00</i>	<i>0,49</i>	<i>0,64</i>	<i>0,49</i>	<i>0,56</i>

Bars						
LLC «Matonardi»	1,40	1,23	1,41	1,32	0,93	1,45
LLC «Komunikatsii i Komfort»	0,52	0,56	0,21	0,35	0,29	0,22
LLC «Kharkiv Restoratsiia»	1,46	1,48	1,00	1,42	1,00	1,36
LLC «Krostindi»	0,42	0,55	0,41	0,57	0,39	0,33
LLC «Polendora»	1,06	1,28	1,20	0,96	0,83	0,71
<i>Maximum value</i>	<i>1,46</i>	<i>1,48</i>	<i>1,41</i>	<i>1,42</i>	<i>1,00</i>	<i>1,45</i>
<i>Average value</i>	<i>0,97</i>	<i>1,02</i>	<i>0,85</i>	<i>0,92</i>	<i>0,69</i>	<i>0,81</i>
<i>Minimum value</i>	<i>0,42</i>	<i>0,55</i>	<i>0,21</i>	<i>0,35</i>	<i>0,29</i>	<i>0,22</i>

In order to qualitatively assess the level of consumer loyalty, a scale of evaluation of the integral indicator of consumer loyalty was developed and their corresponding characteristics were determined (Table 3.6).

Table 3.6

The scale of identification of the level of loyalty of consumers of the restaurant business enterprises (author's development)

<i>Range of L_j^R internal indicator</i>	<i>Qualitative assessment</i>	<i>Characteristic</i>
1	2	3
$L_j^R \geq 1,51$	Absence of loyalty (Q)	The consumer visits a restaurant business enterprise with the same frequency as other restaurant business enterprises, and never recommends the establishment to friends
$1,01 \leq L_j^R \leq 1,50$	Low level (N)	In some cases, the consumer may prefer either products or service or personnel or atmosphere or the image and / or price of a restaurant business enterprise, but does not recommend the establishment to friends. The choice depends on the emotional state of the consumer and his purchasing power. The low level of consumer loyalty also testifies to the fragile competitive position of the enterprise
$0,51 \leq L_j^R \leq 1,00$	Average level (S)	The consumer partially prefers the products, service, personnel, atmosphere, image and price of a given restaurant business enterprise, but sometimes visits other restaurant business enterprises
$L_j^R \leq 0,50$	High level (V)	The consumer completely prefers the products, service, personnel, atmosphere, image and price of the restaurant business enterprise. Consumers with a high level of loyalty are easier to retain. Moreover, it may be sufficient to maintain existing quality standards. More consumers, greater sales volume, more sustainable competitive position of the restaurant business enterprise. A high level of loyalty creates competitive advantages.

It should be noted that the determined boundary intervals (low, medium, high, absent) for assessing the level of loyalty of consumers of restaurant business enterprises are calculated using the Fishburn formula [98, p.73]:

with $P(S_i)$ being the maximum value of the k -th determinant of estimating the level of loyalty; $R(S_i)$ – the weight of the k th determinant of the estimation of the loyalty level by P^{Nk} ; N – the total number of evaluation indicators for k -th determinants P^{Nk} .

In accordance with the results of the calculations, as well as on the basis of the developed scale of linguistic assessment of the level of consumer loyalty, an appropriate matrix of knowledge for the sample population of the restaurant business enterprises was formed (Table 3.7).

Table 3.7

The matrix of knowledge regarding the level of loyalty of consumers of restaurant business enterprises by determinants (P,H,S,A,W,I)

Restaurant business enterprise name	Product (P)	Personnel (H)	Atmosphere (A)	Service (S)	Price (W)	Image (I)
1	2	3	4	5	6	7
Restaurants						
LLC «Familiia»	V	S	V	V	N	V
LLC «Lux Servis Plus»	V	V	V	S	S	V
LLC «Interfud-Kharkiv»	V	V	V	V	V	V
LLC «Kardym»	V	S	S	S	N	S
LLC «ART Expo»	S	S	S	S	N	S
PB «Firma «Romul 4»	S	S	N	S	N	N
<i>Average value</i>	S	S	S	S	N	S
Cafes						
LLC «Ritordo»	S	S	N	N	S	N
LLC «Bruskerdo»	N	S	S	N	S	N
LLC «Restoratsiia nomer odyn»	S	V	S	N	S	S
LLC «Brinprofit»	V	N	V	S	V	S
LLC «Dzhi eich Interneshenel»	S	S	S	N	S	S
<i>Average value</i>	S	S	S	N	S	N
Bars						
LLC «Matonardi»	N	N	N	N	S	N
LLC «Komunikatsii i Komfort»	S	S	V	V	V	V
LLC «Kharkiv Restoratsiia»	N	N	S	N	S	N
LLC «Krostindi»	V	S	V	S	H	H
LLC «Polendora»	N	N	N	S	S	S
<i>Average value</i>	S	N	S	S	S	S

The results of the calculations (Table 3.7) provided an opportunity to formulate the following conclusions. The calculations confirm the existence of some discrepancies among the sampled population of the restaurant industry by the selected

determinants of consumer loyalty assessment, which indicates the peculiarities of the activities of restaurants, bars and cafes. The obtained values of the integral indicator of consumer loyalty by the determinant "Products" indicate that 70% of restaurants are characterized by a high level of consumer loyalty, but on average by the group its value is equal to 0.60. Analyzing the level of loyalty by the determinant "Products", it is determined that 80% of cafes are characterized by an average level of loyalty and its average value is 0.92. As a result of the calculation of the integral indicator for the determinant "Products" for bars, it is found that the average level of loyalty is characteristic for 60%, and the average value is 0.97. However, it should be noted that the main indicators of influence on consumer loyalty are the complexity of the menu, the quality of dishes, the breadth of the range of dishes, the quality of the design of dishes. A detailed analysis of the indicators that shape loyalty by the determinant "Products" shows that the level of loyalty is higher for restaurants by 53% compared to cafes and 61.2% higher than bars. Also note that the loyalty level for the determinant "Products" in the cafe is 5% higher than in bars. Thus, in the analysis of consumer loyalty by the determinant "Products", enterprises with high integral index were identified, namely LLC "Familiia" - 0.49, LLC "Lux Servis Plius" - 0.49, LLC "Interfud-Kharkiv" - 0.43, LLC «Kardym» - 0,48, LLC «Brinprofit» -0,5 LLC «Krostindi»- 0,42.

Analyzing the value of the integral indicator of consumer loyalty by the determinant "Personnel" it should be noted that for 66.7% of restaurants and 60% of cafes the level of loyalty is average (values of the integral indicator of 0.65 and 0.73 respectively), while for most bars (66.7%) is low and stands at 1.02. It is established that the main indicators of influence on consumer loyalty according to the studied determinant are the level of professional training of the servicing personnel, the observance by the personnel of sanitary and hygienic norms, the speed of response of the servicing personnel to customer requests. The calculation of the indicators that form the loyalty by the determinant "Personnel" shows that the level of loyalty is higher for restaurants by 11.3% compared to cafes and 55.8% higher than bars. Also note that the level of loyalty by the determinant "Products" in the cafe is 40.1%

higher than in bars. Thus, in the analysis of consumer loyalty by the determinant "Products", identified enterprises with a high integral index, namely LLC "Lux Servis Plius" - 0.45, LLC "Interfud-Kharkiv" - 0.39, LLC "Restoratsiia nomer ody n »- 0.3. Enterprises with a low level of consumer loyalty by determinant are LLC "Brinprofit" - 1,23, LLC "Matonardi" - 1,23, LLC "Kharkiv Restoratsiia" - 1,48, LLC "Polendora" -1,28. It can be concluded that there is a direct correlation between the quality of service and the level of loyalty and indeed, as practice shows, the level of service is higher in restaurants than at bar visits.

Analyzing the determinant "Atmosphere", which affects the assessment of consumer loyalty, it should be noted that the average loyalty indicator for 66.7% of restaurants, 60% of cafes and 50% of bars is average. It is established that the main indicators of influence on consumer loyalty according to the studied determinant are the level of professional training of the servicing personnel, the observance by the personnel of sanitary and hygienic norms, the speed of response of the servicing personnel to customer requests. The calculation of the indicators that form the loyalty by the determinant "Atmosphere" shows that the level of loyalty is higher for restaurants by 6.7% compared to cafes and 3.7% lower than bars. Also note that the level of loyalty by the determinant "Atmosphere" in bars is 10.9% higher than in cafes. Thus, in the analysis of consumer loyalty by the determinant "Atmosphere", enterprises with high integral index were identified, namely LLC "Lux Servis Plius" - 0.44, LLC "Interfud-Kharkiv" - 0.37, LLC "Restoratsiia nomer ody n »- 0,3, LLC« Brinprofit »- 0,49, LLC« Komunikatsii i Komfort »- 0,21, LLC« Krostindi »- 0,41. Also determined are enterprises with a low level of consumer loyalty by the determinant, namely PB «Firma« Romul 4 »- 1,38, LLC« Ritordo »- 1,33, LLC« Matonardi »- 1,41 LLC« Polendora »-1,2 . It can be concluded that there is a direct correlation between the atmosphere and the level of loyalty and, as practical experience in Ukraine shows, bars are an unpretentious place to visit.

An important component of the activities of the restaurant industry is "Service", as a rule, perfect service can hide defects in the preparation or decoration of dishes, but nothing can hide the deficiencies in the service, in the service of guests.

The success of the restaurant business depends, first and foremost, on the ability to meet and anticipate the needs and expectations of guests. Estimating the results of the calculation of consumer loyalty according to the determinant "Service" it is found that for 66.6% of the studied restaurants the level of loyalty is average, 16.7% is high and 16.7% is low. The estimated value of the integral indicator for the vast majority of cafe enterprises, namely 83.3%, ranges from 1.06 to 1.36, indicating a low level of loyalty. Analyzing the values obtained for bars, it was found that for 50% of enterprises the loyalty level is low, for 33.3% it is average and for 16.7% it is high (LLC "Komunikatsii i Komfort"). During the research it was found that the main indicators of influence on consumer loyalty according to the studied determinant are corporate style (interior design solutions, design of premises), efficiency of table placement (comfort of clients' rest), mode of operation and complexity and uniqueness of additional services (karaoke), billiards, show programs, "open kitchen", others).

The results of the Consumer Loyalty Assessment show that for 66.6% of restaurants the level is low and is 1.02, which is a permissible norm since the price policy of restaurants is the most expensive among cafes and bars. It should be noted that for 80% of cafes the level of loyalty is defined as average and is 0.84, but the calculated value is 22.3% lower than that determined for bars (0.69). It is revealed that the main indicators of influence on consumer loyalty according to the investigated determinant are the level of prices for dishes, fairness of the price / quality ratio, the conversion of the surveyed customers into real clients. There are companies with a high level of loyalty, for which the best value for money is the best, namely LLC «Interfud-Kharkiv» - 0,43, LLC «Brinprofit» - 0,49, LLC «Komunikatsii i Komfort» - 0,29, LLC Krostindi - 0.39.

The specificity of the image as an attribute of the enterprise is manifested in the fact that it exists regardless of the efforts of the enterprise itself (it is, even if not specifically developed, a question only - any) and, therefore, requires constant evaluation and correction. The results of the assessment of the level of consumer loyalty by the determinant "Image" for the sample population of the surveyed

enterprises suggest that the level of loyalty is high for 33.3% of restaurants (LLC «Lux Servis Plius» та TOB LLC «Interfud-Kharkiv») and 33, 5% of bars (LLC "Komunikatsii i Komfort", LLC "Krostindi"), for most cafes (60%) the level is average. As a result of the calculations, it is determined that the main indicators of influence on consumer loyalty by the determinant under study are the volume of satisfied customers, the popularity of the restaurant business, the activity of participation in various social events. Also, the loyalty level for bars was 0.81, which is 14.7% more than in restaurants (0.93) and 28.4% more than in cafes.

Taking into account the necessity of a comprehensive approach to assessing the level of consumer loyalty (Figure.3.4) of the restaurants, the generalization of local estimates of the determinants of loyalty was made by calculating the indicator L^R_j (according to the formula 3.3).

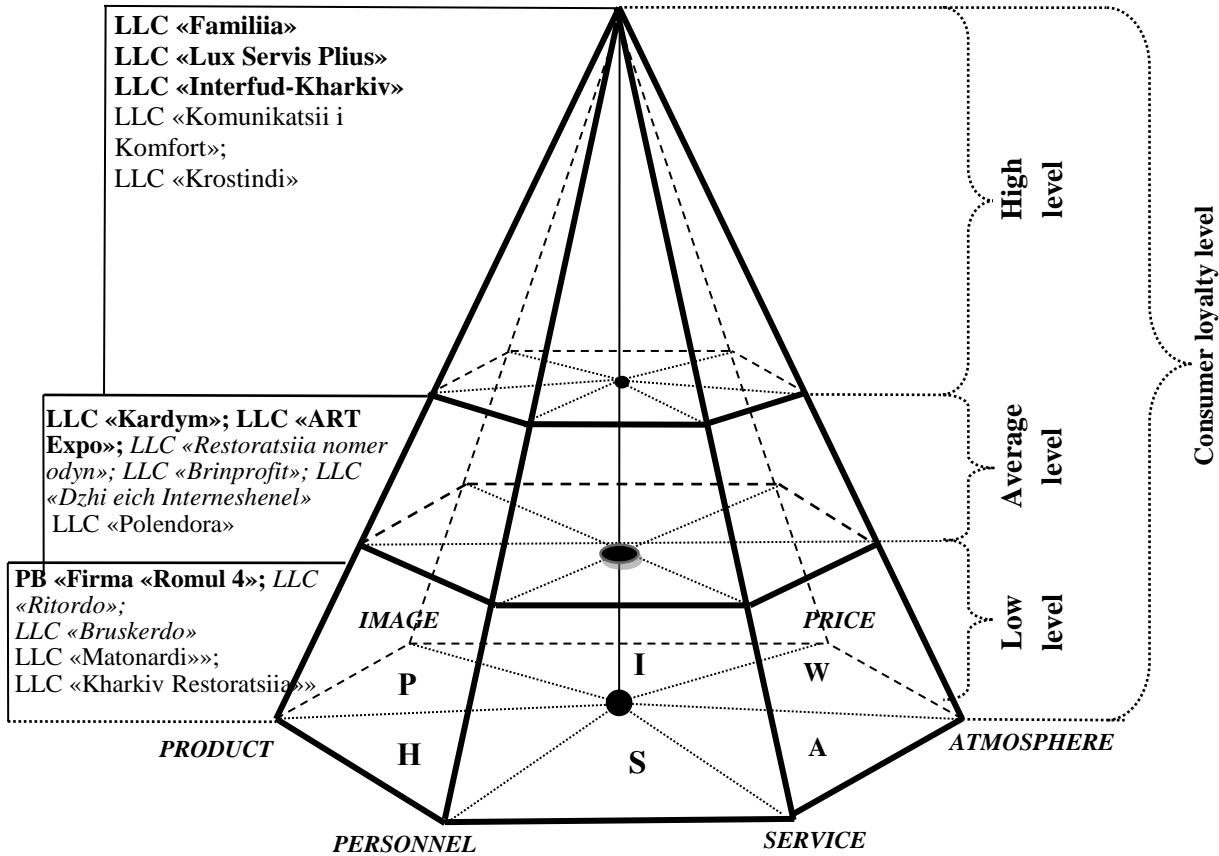


Figure.3.4. Consumer loyalty pyramid for restaurant business enterprises consumers (compiled by author)

The analysis of the data shown in Figure. 3.4 makes it possible to conclude that overall the level of consumer loyalty to the restaurant business enterprises is average (for restaurants the value of the integral indicator - 0.87 for cafes - 0.94, for bars - 0.85). This is permissible, given that in the context of high competition in the restaurant industry and the alternative of consumer choice among different formats of establishments: from classic fast food to the authoritative restaurants of "high cuisine" (point 2.1), the conscious choice of only one restaurant business enterprises on a set of determinants, products, services, personnel, atmosphere, image and price are practically impossible, given the psychological aspects of human choice.

According to the results of the study, it is determined that only LLC «Interfud-Kharkiv» provides a high level of consumer loyalty, the level of consumer loyalty to 50% of restaurants (LLC "Lux Servis Plus", LLC "Kardym", LLC "ART Expo") is average, and 33.3% (LLC «Familiia», PB «Firm« Romul 4 ») - low. It is established that the level of loyalty of the consumer of the restaurant is formed under the significant influence of such determinants as: "Personnel", "Products", "Atmosphere", "Image". Analyzing the results for the cafe, it is determined that none of the studied population of the restaurant industry provides a high level of consumer loyalty, the level of consumer loyalty to 60% of the cafe (LLC «Restoratsiia nomer ody», LLC« Brinprofit », LLC« Dzhi eich Interneshenel ») is average and by 40% (LLC «Ritordo», LLC «Bruskerdo») - low. The main determinants of loyalty of this format of the restaurant business are: "Products", "Personnel", "Atmosphere" and "Price". In turn, the characteristic peculiarity of the organization of the activity of bars, shapes consumer loyalty by the criteria: "Service", "Atmosphere" and "Price". The study found that 40% of bars (LLC "Komunikatsii i Komfort", LLC "Krostindi") provide a high level of consumer loyalty, for 40% of enterprises of this type (LLC "Matonardi", LLC "Kharkiv Restoratsiia") is characterized by a low level of loyalty consumers, and, for 20% (LLC "Polendora") - average.

The proposed scientific and methodological approach to determining the level of loyalty of consumers of the restaurant business enterprises is based on an integrated evaluation system, concentrates six determinants (products, personnel,

atmosphere, service, price and image), allows to determine the level of consumer loyalty (low, medium, high is absent) and characterizes the uniqueness of the restaurant business, which creates the ability to withstand the pressure of the competitive environment.

Summarizing the results of the calculations, it should be noted that the consumer prefers a particular restaurant business, guided by emotions. However, the more positive emotions are, the greater the likelihood of receiving regular customers. In turn, the results of the consumer loyalty assessment in the restaurant business allow the management of the enterprises to correctly determine the type of competitive behavior, and accordingly, in a comprehensive and more reasonable way to choose the optimal competitive strategy.

3.3. Determination of an optimal type of competitive strategy of restaurant business enterprises

High dynamism and uncertainty of the environment, market transformations, increased intensity of competition, increasing rates of changes in consumer demand and benefits in terms of food quality and leisure organization make the issue of improving the competitiveness of restaurant businesses. The solution of this issue necessitates the need to concentrate the attention of managers and restaurateurs not only on the internal state of affairs in the institution, but also the need to focus attention on the issues of forming an effective competitive strategy, taking into account a wide range of factors.

Given that each restaurant business enterprise is unique, the process of forming a competitive strategy for each of them has some differences, because it depends on the level of instability and pressure of the environment, the level of realization of the competitive potential, the stage of the life cycle, the behavior of competitors, the characteristics of the assortment, specifics and type of cuisine, method of cooking, method of customer service (use of technical novelties to speed up the process of registration and ordering lenses), the method of attracting visitors (promotions,

coupons, discounts, special offers), which collectively form consumer loyalty to the restaurant business enterprise and other factors.

Given the industry specificity, it can be argued that improving the performance of a restaurant business enterprise is possible by expanding its competitive space. In turn, the boundaries of competitive space depend on the correct determination of the strategic course and the type of competitive behavior that has a decisive influence on the level of competition. Competitive behavior characterizes the result of realizing the competitive advantages of the restaurant business enterprise with a complex of determinants of consumer loyalty (products, personnel, service, atmosphere, price, image) and forms the basis for the development of strategic competitive decisions aimed at ensuring a high level of competitiveness in the long run.

A study has shown that a number of scientists [13; 36; 70; 131; 151; 199; 205; 244], focusing on the competitive behavior of the restaurant business enterprise, as a basis for developing a competitive strategy therefore, distinguish the three types of competitive behavior: 1) creative; 2) adaptive; 3) security.

Based on the results of the study (subparagraph 2.3) and taking into account the fact that the restaurant business simultaneously provides the population with services both in tangible (culinary products) and intangible (catering, additional services) forms, competitive behavior of the restaurant industry, in our opinion, is determined by its ability to meet consumer expectations for such determinants as: products, personnel, service, atmosphere, price, image.

Table 3.8

Characteristics of types of competitive behavior of restaurant business enterprises

(developed by author)

Competitive behavior type	Characteristic
innovative (I)	are characterized by a complex of innovative actions of the restaurant business enterprise, which create an advantage over rivals (innovative menu, new types and technologies of cooking dishes, new forms of service, new technical and technological methods of work in customer service, new advertising). An essential feature of innovative behavior is the desire of restaurateurs to increase consumer loyalty through the implementation of innovative changes in the determinants: products, personnel, service, atmosphere, price, image, and, accordingly, the existing structure of supply and demand.
reproductive (P)*	are characterized by attempts to outstrip rivals' actions and modernize the process of production, sale and consumption of restaurant services. This is especially true when restaurateurs strive to copy their competitors' achievements in the shortest possible time, and with the commitment of consumers to ensure a high level of competitiveness.
adaptive (A)	characterizes the ability of a restaurant business enterprise to strategically or tactically adapt gastronomic determinants to meet customer requirements and requests. This is reflected in the adaptation of the recipes of cooking according to current trends in nutrition (for example, "healthy eating"); modification of forms of service according to the conditions and rhythm of life of the population (for example, different types of food tracks).
securing (3)	behavior is dictated by the desire of restaurateurs to maintain and preserve the already existing competitive advantages in the market in the long run by improving the quality of dishes, expanding the menu and the range of additional services. An essential feature of competitive behavior is the weak innovation base of the restaurant business and the lack of financial capacity to upgrade it.

Since, as mentioned above, the basis for forming an effective competitive strategy of restaurant business enterprises is the type of competitive behavior, the question of justification of the relevant methodological tools is updated.

To determine the type of competitive behavior characteristic of the restaurant business enterprise in the spatial format, we use the Chekanovskoho diagram. This method was proposed and first published in 1909 by renowned anthropologist Yan Chekanovskym. The Chekanovskoho diagram is used in various fields of science as a universal method of statistical classification. The Chekanovskoho diagram provides a clear representation of the most important relationships and similarities of the studied objects and at the same time shows detailed links between them [231, p. 129].

Adhering to the general requirements of statistical classification, the statement of the task of determining the type of competitive behavior of restaurant business

enterprises by the determinants of consumer loyalty (products, personnel, service, atmosphere, price, image) is as follows: let set $I = \{I_1, I_2, \dots, I_n\}$ denotes n objects (restaurant business enterprises that are subject to grouping). The measurement result of the i -th determinant I_j of the object is denoted by a symbol x_{ij} , and the vector $X_j = [x_{ij}]$ corresponds to each series of measurements (for the j -th object). Thus, for a set of I objects, we have many measurement vectors $X = \{X_1, X_2, \dots, X_n\}$, which describe the set I .

Taking into account the established parameters, in the first stage, an observation matrix is formed, which contains the most complete characteristic of a plurality of objects (restaurant business enterprises), and has the following form::

$$X = \begin{bmatrix} X_{11} & X_{12} & \dots & X_{1n} \\ X_{21} & X_{22} & \dots & X_{2n} \\ X_{i1} & \dots & X_{ik} & X_{in} \\ X_{\omega 1} & X_{\omega 2} & \dots & X_{\omega n} \end{bmatrix}, \quad (3.6)$$

with, ω being the number of objects (restaurant business enterprises to be grouped); n – number of determinants of consumer loyalty (six - products, personnel, service, atmosphere, price, image); X_{ik} – k -th sign for the i -th object.

Since the determinants of consumer loyalty, which are included in the matrix describe the various aspects of the activities of restaurant business enterprises, in the next stage, their normalization. Note that normalization is the transition to some identical description for all features, to the introduction of a new conditional unit of measurement, which allows formal comparisons of objects [161, p.84]. The output data is normalized according to the following formulas:

$$Z_{ik} = \frac{X_{ik} - \bar{X}_k}{S_k}, \quad (3.7)$$

with, $k = 1, 2, 3, \dots, n$; Z_{ik} being the the normalized value of the integral indicator of estimation of the level of consumer loyalty by the k -th determinant (P,H,S,A,W,I) for the i -th restaurant business enterprise; X_{ik} – the value of the integral indicator of assessing the level of consumer loyalty by the k -th determinant (P,H,S,A,W,I) for the i -th restaurant business enterprise; \bar{X}_k – arithmetic mean of the integral indicator of estimation of the level of consumer loyalty by the k -th determinant (P,H,S,A,W,I), calculated by the formula:

$$\bar{X}_k = \frac{1}{\omega} \sum_{i=1}^{\omega} X_{ik}, \quad (3.8)$$

S_k – standard deviation of integral indicator of consumer loyalty estimation by k -th determinant (P,H,S,A,W,I) for the i -th restaurant business enterprise, calculated by the formula:

$$S_k = \left| \frac{1}{\omega} \sum_{u=1}^{\omega} (X_{ik} - \bar{X}_k) \right|^{\frac{1}{2}}, \quad (3.9)$$

The normalized values of the integral indicators of estimating the level of consumer loyalty according to the determinants of consumer loyalty (P, H, S, A, W, I) of the restaurant business enterprises calculated in the above formulas are given in Appendix M, Table M.1-M.2.

The next step involves the formation of a distance matrix, which is written in the following form:

$$D = \begin{bmatrix} 0 & D_{12} & & D_{1\omega} \\ D_{21} & 0 & \dots & D_{2\omega} \\ \dots & \dots & \dots & \dots \\ D_{\omega 1} & D_{\omega 2} & \dots & 0 \end{bmatrix} \quad (3.10)$$

To calculate the elements of the matrix (D_{rs}) we measure the Euclidean distance by the formula:

$$D_{rs} = \frac{1}{n} \sum_{k=1}^n |Z_{rk} - Z_{sk}| \quad (3.11)$$

Note that, compared to other methods, Euclidean distance is the most popular metric for cluster analysis because it corresponds to intuitive notions of object closeness. Graphically, it successfully combines objects in spherical arrays [249, p.1763.].

The results of the distance matrix calculations are presented in Appendix M, Table M.3.

At this stage, further transformation of the matrix is carried out by a distance scale based on the scale of change of the d_z value range, which is determined by the Fishburn formula [215, p.137]:

$$d_z = \frac{Z_{ij \max} - Z_{ij \min}}{1 + 3,322 \times LgK}, \quad (3.12)$$

with $Z_{ij \max}$, $Z_{ij \min}$ being maximum and minimum values in the distance matrix; K – the number of observations

According to the results of the calculations, three ranges of d_z values were obtained: [0; 0,809]; [0,810; 1,485]; [1,486; 2,16]. To construct a Chekanovskoho matrix, each range is given a graphic symbol:

$$\left| \begin{array}{c} 0 \\ \sim \\ X \end{array} \right| \quad (3.13)$$

The adopted graphs are entered into the appropriate distance matrix (Appendix M, Table M.3), which allows to form a chaotic diagram of Chekanovskoho (Figure. 3.5). To identify the same types of restaurant business enterprises that are characterized by a certain type of competitive behavior based on the ordering of elements of a chaotic diagram of Chekanovsky by rearranging columns and rows to the moment of obtaining an ordered diagram (Figure. 3.5), in which the elements with the diagonal of the matrix are the most elements value. These elements, according to the developed scale, are marked with the graphic symbol "o".

	I ₁	I ₂	I ₃	I ₄	I ₅	I ₆	I ₇	I ₈	I ₉	I ₁₀	I ₁₁	I ₁₂	I ₁₃	I ₁₄	I ₁₅	I ₁₆
I ₁	o	X	~	o	o	o	o	o	o	X	o	o	~	o	~	o
I ₂	X	o	o	o	X	~	X	X	o	o	X	~	o	~	o	X
I ₃	~	o	o	X	X	~	~	~	X	o	X	~	o	~	o	X
I ₄	o	o	X	o	o	X	o	X	o	o	o	X	X	X	X	o
I ₅	o	X	X	o	o	o	o	o	o	o	o	X	X	X	X	o
I ₆	o	~	~	X	o	o	o	o	X	X	o	o	~	o	~	o
I ₇	o	X	~	o	o	o	o	o	o	X	o	o	~	o	~	o
I ₈	o	X	~	X	o	o	o	o	o	X	o	o	~	o	~	o
I ₉	o	o	X	o	o	X	o	o	o	o	o	X	X	X	X	o
I ₁₀	X	o	o	o	o	X	X	X	o	o	o	~	o	~	o	X
I ₁₁	o	X	X	o	o	o	o	o	o	o	o	X	X	X	X	o
I ₁₂	o	~	~	X	X	o	o	o	X	~	X	o	~	o	~	o
I ₁₃	~	o	o	X	X	~	~	~	X	o	X	~	o	~	o	~
I ₁₄	o	~	~	X	X	o	o	o	X	~	X	o	~	o	~	o
I ₁₅	~	o	o	X	X	~	~	~	X	o	X	~	o	~	o	X
I ₁₆	o	X	X	o	o	o	o	o	o	X	o	o	~	o	X	o

Chaotic chart

	I ₁	I ₆	I ₇	I ₄	I ₅	I ₈	I ₁₆	I ₉	I ₁₁	I ₁₂	I ₁₄	I ₁₃	I ₁₅	I ₂	I ₁₀	I ₃
I ₁	o	o	o	o	o	o	o	o	o	o	o	~	~	X	X	~
I ₁₆	o	o	o	o	o	o	o	o	o	o	o	~	X	X	X	X
I ₅	o	o	o	o	o	o	o	o	o	X	X	X	X	X	o	X
I ₇	o	o	o	o	o	o	o	o	o	o	o	~	~	X	X	~
I ₂	o	o	o	o	o	o	o	o	o	X	X	X	X	X	o	X
I ₁₁	o	o	o	o	o	o	o	o	o	X	X	X	X	X	o	X
I ₄	o	X	o	o	o	X	o	o	o	X	X	X	X	o	o	X
I ₈	o	o	o	X	o	o	o	o	o	o	o	~	~	X	X	~
I ₉	o	X	o	o	o	o	o	o	X	X	X	X	X	o	o	X
I ₆	o	o	o	X	o	o	X	o	o	o	~	~	~	X	~	~
I ₁₂	o	o	o	X	X	o	o	X	X	o	o	~	~	~	~	~
I ₁₄	o	o	o	X	X	o	o	X	X	o	o	~	~	~	~	~
I ₁₀	X	X	X	o	o	X	X	o	o	~	~	o	o	o	o	o
I ₃	~	~	~	X	X	~	X	X	X	~	~	o	o	o	o	o
I ₁₃	~	~	~	X	X	~	~	X	X	~	~	o	o	o	o	o
I ₁₅	~	~	~	X	X	~	X	X	X	~	~	o	o	o	o	o

An ordered chart

Legend:

Restaurants: I₁- LLC «Familiia»; I₂- LLC «Lux Servis Plius»; I₃- LLC «Interfud-Kharkiv»; I₄-LLC «Kardym»; I₅- LLC «ART Expo»; I₆- PB «Firma «Romul 4». **Cafes:** I₇-LLC «Ritordo»; I₈-LLC «Bruskerdo»; I₉-LLC «Restoratsiia nomer odyn»; I₁₀-LLC «Brinprofit»; I₁₁-LLC «Dzhi eich Interneshenel». **Bars:** I₁₂-LLC «Matonardi»; I₁₃-LLC «Komunikatsii i Komfort»; I₁₄-LLC «Kharkiv Restoratsiia» I₁₅-LLC «Krostindi»; I₁₆-LLC «Polendora»

Figure. 3.5. Chaotic and orded Chekanovskoho chart to determine the type of competitive behavior of restaurant business enterprises (author's developed)

Analysis of the data shown in Fig. 3.5 allows to distinguish four groups of restaurant business enterprises, which are characterized by the corresponding types of competitive behavior (Table 3.9).

Table 3.9

The results of the grouping of restaurant business enterprises by types of competitive behavior (copyright development)

Type of competitive behavior	Metric range of indicator d_z	Restaurant business enterprises*
Innovative (I)	$d_{Zij} \leq 0,809$	LLC «Famillia» ; LLC «Kardym» ; LLC «ART Expo» ; PB «Firma «Romul 4» ; <i>LLC «Ritordo»</i> ; <i>LLC «Bruskerdo»</i> .
Adaptive (A)	$0,810 \leq d_{Zij} \leq 1,485$	<i>LLC «Restoratsiia nomen odyn»</i> ; <i>LLC «Dzhi eich Interneshenel»</i> ; LLC «Polendora»
Reproductive (P)*	$0,486 \leq d_{Zij} \leq 2,161$	LLC «Matonardi»; LLC «Kharkiv Restoratsiia»
Securing (3)	$d_{Zij} \geq 2,162$	LLC «Lux Servis Plus» ; LLC «Interfud-Kharkiv» ; <i>LLC «Brinprofit»</i> ; LLC «Komunikatsii i Komfort»; LLC «Krostindi»;

* a group of restaurant business enterprises "Restaurants" is highlighted in bold; italics - "Cafe", the usual font - "Bars»

The structure of the restaurant business enterprises by type of competitive behavior in 2017 is presented in Figure. 3.10.

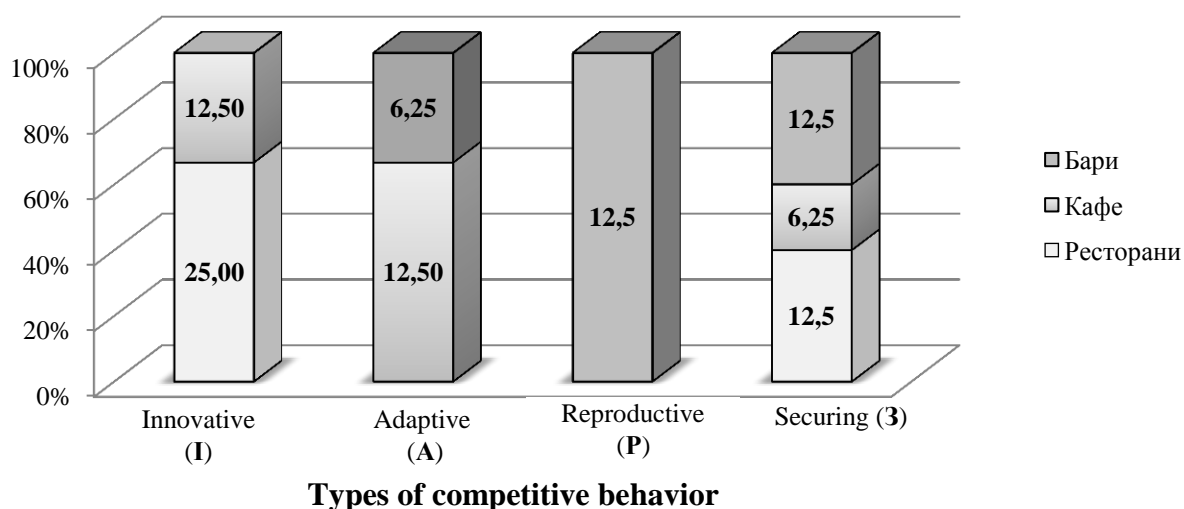


Figure. 3.6. Structure of restaurant business enterprises by types of competitive behavior in 2017 (formed by the author on the basis of the data of Figure. 3.5, Table 3.9)

Based on the results of the calculations, the following conclusions can be drawn: for the vast majority of restaurants (25% of restaurants and 12.5% of cafes), which are included in 1 group, is characterized by an innovative type of competitive behavior, the implementation of which provides greater sales, net profit. In this case, the enterprises of the restaurant business enterprises of this group are actively introducing innovative changes in such determinants of consumer loyalty as: products, personnel, service, atmosphere, price, image. At the same time, 12.5% of cafes and 6.25% of bars are characterized by an adaptive type of competitive behavior, the result of which is to ensure consumer loyalty at the average level, as confirmed by the points made in PP. 2.3 conclusions. For 12.5% of the enterprises of the restaurant business, which are classified into 3 groups of enterprises, which included only 2 bars (LLC «Matonardi», LLC «Kharkiv Restoratsiia»), a typical reproductive type of competitive behavior is characteristic. A competitive type of competitive behavior is typical of 12.5% of restaurants, 6.25% of cafes and 12.5% of bars.

Thus, the proposed methodological toolkit for determining the type of competitive behavior of restaurant businesses, which is based on the use of modern multidimensional classification tools in spatial format, allows the grouping of restaurant businesses by their typical types of competitive behavior (innovative, reproductive, adaptive and adaptive) the ability to evaluate the links between the determinants of consumer loyalty and to identify the tiers Priority strategic decisions. The results of this assessment can be used by both restaurateurs and external managers to make strategic decisions in the process of forming an effective competitive strategy.

Based on the generalization of the results of the assessment of the external environment of the functioning of the restaurant industry (subparagraph 2.2), the assessment of the level of realization of competitive potential (subparagraph 2.3) and taking into account the type of competitive behavior characteristic of the restaurant industry, for a reasonable choice of the optimal competitive strategy a parametric model has been developed. Formed by the results of the simulation system of

competitive strategies is represented as a triangle. The coordinates of the model are determined on the basis of the actual values of its parameters (external pressure index, integral indicator of the level of realization of competitive potential and the indicator characterizing the type of competitive behavior), the values of which were normalized according to 100 point scale of assessment. To perform graphical modeling and determine the coordinates of a triangle in three-dimensional space, a computer program for calculating indicators and graphically interpreting the competitive strategies of restaurant businesses in Microsoft Excel using VBA macros (Appendix) was developed..

The indicators of the aggregate pressure index of the external environment (Z_T^{PEST}), the level of realization of the competitive potential (P_{KII}) and the indicator d_{Zij} , which characterizes the type of competitive behavior by the determinants of formation of consumer loyalty (products, personnel, service, atmosphere, price, image) form three basic combinations, each characterized by a specific type of competitive strategy for the restaurant business. The corresponding segments in the model (model layout is shown in Fig. 1.6), which characterize the primary types of competition strategies are indicated by letters in the corners of the triangle (T, R, G). Model Segments: T-G, T-R, G-R, and T-R-G characterize the combined (mixed) types of competitive strategies of restaurant businesses, for which neither of the secondary strategies can have a complete set of features of two or more of the three primary strategies. The essential features, characteristics of competitive strategies and parameters of optimizing the activity of the restaurant business by competitive intentions are given in Table. 3.10.

Table 3.10

Characterization of competitive strategies of a restaurant business enterprises by competitive intentions (developed by author)

<i>type of competitive strategy</i>	<i>Essential feature</i>	<i>Characteristic</i>	<i>Optimization parameters</i>
Aggressive (T)	focused on creating unique competitive advantages, providing support and strengthening of competitive positions	characterized by restaurant business enterprises with a high level of competitive potential and significant capacity to withstand the negative impact of environmental factors	initiate changes in the industry, manage their pace
Defensive (G)	is focused on maintaining the competitive position of the enterprise. The main objective of such a strategy is to optimize the cost-to-money ratio and prevent bankruptcy.	is characteristic of restaurant business enterprises that are able to adapt and "find benefits" as the intensity of external factors increases	to react when necessary, to defend the position of the enterprise
Conservative (R)	the strategy envisages the improvement of the forms of service, which are characterized by the features of innovative behavior. Despite the tradition of satisfying demand, the form and quality of products of the restaurant business enterprise are constantly being improved.	is characteristic of the restaurant business enterprises with considerable competitive potential	anticipate possible changes, expand the range and strengthen the sales system
T-G	the strategy aims to gain a positive effect by expanding the business activity of the restaurant business in terms of adapting to a stable environment and forming long-term partnerships with other market entities	characteristic of restaurant business enterprises with strong competitive potential and significant capacity to withstand the pressure of the environment	complement, adapt resources and competitive opportunities
T-R	focused on active investment of funds in the production process to ensure an increase in turnover per 1 seat and carry out active marketing actions to support the sale of products	characteristic of restaurant business enterprises seeking to increase their high level of competitive potential and increase consumer loyalty through innovative changes in line with the existing supply and demand structure	improvement and change of usual services / products
T-R-G	It is based on continuous improvement, modernization and modification of the restaurant product, focusing on uniqueness and originality. This strategy is implemented under the condition of the ability of the restaurant business enterprise to provide a comprehensive effect on customer satisfaction over a wide range of determinants of its loyalty.	characteristic of restaurant business enterprises that are able to maintain an average level of competitive potential and are focused on the constant modernization of the production, sale and consumption of restaurant services	emphasizing on the introduction of organizational and technological innovations
G-R	is a focus on a specific consumer group, market segment, product range. The goal of the strategy is to best serve a specific target group and achieve competitive advantage in the narrow restaurant business sector	Characteristic of restaurant business enterprises that are able to sustain and maintain a stable level of competitive potential already achieved in the long run by improving the quality of dishes, expanding the menu and range of additional services	improvement of quality of the key determinants of loyalty: products, personnel, service, atmosphere, price, image.

The results of the strategic analysis of the activity of the restaurant business enterprises (subparagraphs 2.2, 2.3, 3.2) allowed to characterize each type of competitive strategy in more detail.

Aggressive competitive strategy (*Segment T*) is characteristic of the restaurant business enterprises, which is a distinctive feature of which is the individuality, creativity of the concept, a great feature. The level of competitive potential of enterprises characterized by this type of competitive strategy is above average (sufficient or high). The actual level of realization of the competitive potential ensures the maintenance of a stable competitive position. The result of a properly selected type of competitive behavior (innovative or adaptive) is a high level of consumer loyalty to the restaurant business on a set of determinants: products, personnel, service, atmosphere, price, image, which allows to obtain a synergistic effect. The actual level of competitive potential and the type of competitive behavior chosen provide a considerable range of opportunities to withstand the pressure of the environment. The restaurant business is able to be competitive in different environmental conditions. The implementation of an aggressive competitive strategy is the most justified for the innovation-oriented enterprises of the restaurant industry, which actively introduce different kinds of innovation in the implementation of its main functions of production, sale and consumption of the restaurant service..

A conservative type of competitive strategy (*Segment G*) is characteristic of restaurant business enterprises, whose competitive opportunities can be realized in a defined and stable environment. As the pressure of the environment increases, the company begins to lose its competitive position due to the low level of competitive potential. In turn, a competitive type of competitive behavior can only retain regular customers, and opportunities to attract new customers are limited. Management decisions under these conditions are mainly aimed at protecting the existing market share. The strategic goal of restaurant businesses is to increase the current level of competitive potential and change the type of competitive behavior. The absence of positive changes in the parameters with the increase of external pressure will lead to the situation when the restaurant enterprise will completely lose its customer and, as a

result, become bankrupt. Under the specified conditions, maintaining the viability of the restaurant business is possible only by developing a new concept of the establishment, updating the material and technical base, implementing a price-attractive policy for the consumer, expanding the range of additional services, forming a "new" team, etc. The solution of this issue is possible by attracting investment resources.

Defensive competitive strategy (*Segment R*) is characteristic of restaurant business enterprises with low competitive potential and a competitive type of competitive behavior. The application of this competitive strategy is appropriate for restaurant businesses serving a specific contingent of consumers, implementing a standard range of dishes for a specific contingent (for example, students or workers), and the location is public. However, it should be noted that a protective competitive strategy only makes sense if the restaurant business has something to protect. For example, compete with restaurant businesses that are geographically close and offer a similar restaurant service. Therefore, its implementation is the most reasonable for the restaurant industry with an attractive competitive position in such determinants of consumer loyalty as the price and quality of products.

It should be noted that in practice there is always a threat of new competitors, the signs of a modern external environment are the unpredictability of changes, the dynamics of factors and alternative choice of vectors for strategic development, implementation of a clearly expressed primary strategy is quite rare. Typically, a restaurant business enterprise seeking to maintain its existing competitive position and expand its competitive advantage changes the type of competitive behavior for certain determinants. Because, as is appropriate enough, Ye.M. Smyrnov in his study: "... real competition most often relies on mixed competitive models of subjects" [111, p. 57]. This leads to the possibility of different parameter combinations of the primary types of competition strategies discussed above: T-G; T-R; G-R or T-R-G. Taking into account the instability of the modern environment, certain transitional combinations of primary strategies T-G, T-R, G-R or T-R-G are characteristic of the vast majority of restaurant business enterprises.

The combination of T-G's competitive strategies can be described as a competitive advantage development strategy, since the type of competitive behavior of restaurant business enterprises is predominantly adaptive, ie aimed at increasing the level of consumer loyalty and having a competitive potential to respond to environmental changes in a timely manner. The strategic orientation for the development of restaurant business enterprises in the future is the orientation to the implementation of aggressive competitive policies, ie the transition to *Segment T*.

Competitive T-G type strategy. The actual level of competitive potential directs the existing competitors of the restaurant business enterprise to maintain its existing competitive position. The restaurant business enterprise is trying to keep up with its competitors and keep up with modern "consumer accents". The strategy of the enterprise is the nature of defense against a competitor.

Competitive T-R strategy. The restaurant business enterprise is trying to keep up with the current trends in the restaurant industry and is trying to keep up with its competitors. The level of realization of competitive potential is sufficient to ensure the development of internal business processes in accordance with changes in the external environment.

Competitive T-R-G Strategy. The actual situation in the restaurant business enterprise allows us to maintain a stable rate of return through timely adaptation of our competitive potential to dynamic changes in environmental factors and correct customer orientation as a result of a properly selected type of competitive behavior. The reputation of the restaurant business enterprise contributes to increased profitability and increased sales, expanding the range and knowledge of consumers about the unique quality of products and services. The restaurant business enterprise has a fixed position in a particular segment. Management decisions are aimed at "following the leader". Thus, the determination of the optimal type of competitive strategy of restaurant business enterprises is carried out according to the positioning of competitiveness parameters in the coordinates of the model. The results of modeling under the above conditions and positioning of restaurants in the segments of the model of competitive strategy formation are presented in Figure. 3.10.

The proposed approach to the formation of a competitive strategy, in our opinion, is quite reasonable because the coordinates of the three-dimensional model are formed with the following assumptions: the pressure of the external environment for the restaurant business enterprises is relatively the same, but the ability of the restaurant enterprise to resist the pressure of the external environment is different its competitive potential and characteristic type of competitive behavior. If the environmental pressure is static on the activity of the restaurant business, but when one or two other parameters (level of competitive potential or change of competition policy) change, the type of competitive strategy changes.

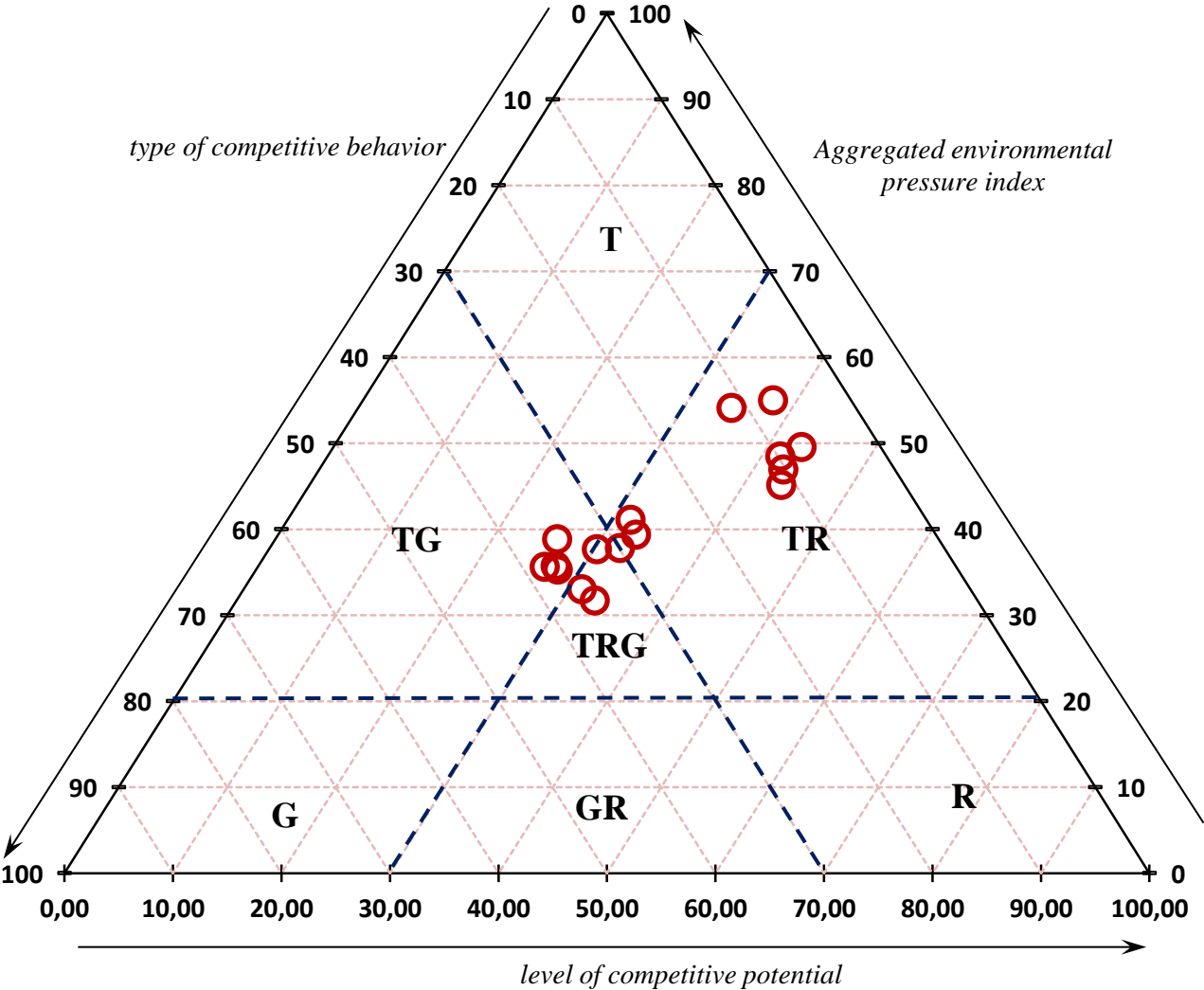


Figure. 3.10. Model of formation of competitive strategy of restaurant business enterprises (author's development)

Accordingly, changing all three parameters of the competitive strategy also alters the competitive strategy of the restaurant business enterprises. In view of this, of the restaurant business enterprises should monitor systematically the process of forming a competitive strategy. As changes in business conditions bring to the restaurant business enterprises new strategic tasks that necessitate a corresponding change in the competitive strategy and, accordingly, determine the vector of other management decisions.

The result of the simulation is to determine the optimal type of competitive strategy for the restaurants (Fig. 3.11).

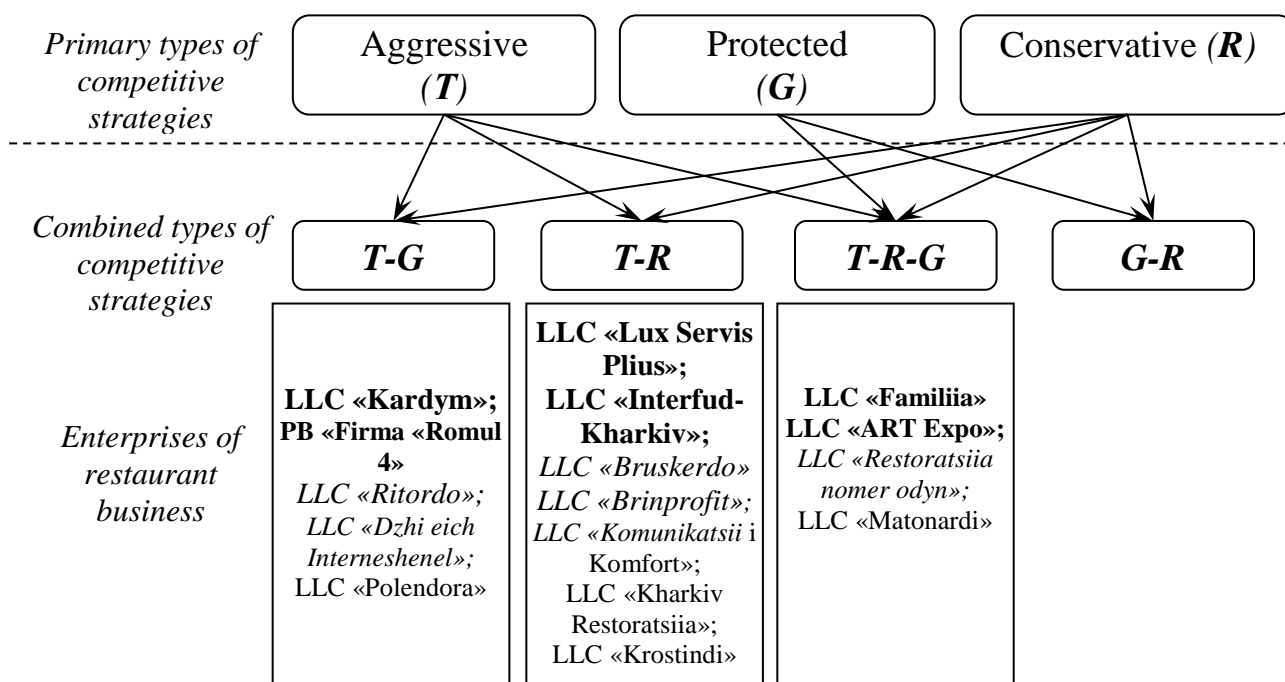
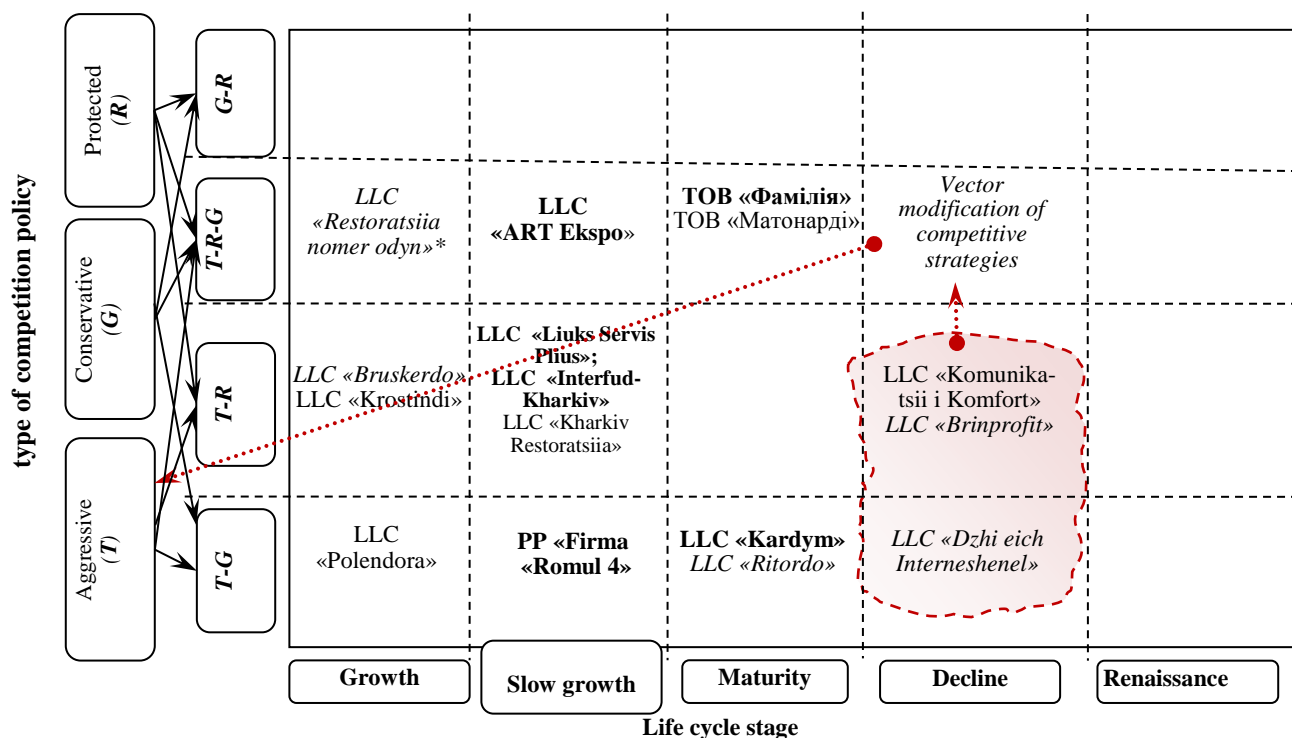


Figure. 3.11. Results of determining recommended types of competitive strategies for restaurant businesses (author's development)

The analysis of the positioning of the restaurant business enterprises in the coordinates of the model (Fig. 3.10) leads to the conclusion that the investigated enterprises are characterized by three types of combined types of competitive strategies: T-G, T-R та T-R-G. Practical testing of the theoretical provisions of subparagraph 1.2 on the impossibility of implementation by the restaurant business enterprises clearly expressed primary types of competitive strategies (aggressive, conservative and protective) in the field of practical calculations confirmed the theoretical assumptions made.

The results of the practical testing of the proposed methodological approach confirmed the fact that no restaurant business enterprises implements the original competitive strategies in its purest form. According to the results of the calculations it is established that for the vast majority of the restaurant business enterprises (43.75%) of the combined competitive strategy is optimal T-R (restaurants – LLC «Lux Servis Plus», LCC «Interfud-Kharkiv»; cafes - LLC «Bruskerdo», LLC «Brinprofit»; bars - LLC «Kharkiv Restoratsiia», LLC «Krostindi»). T-G's combined competitive strategy is optimal for 31.25% of restaurant businesses enterprises, including 2 restaurants (LLC «Kardym»; PP «Firma «Romul 4»), two cafes (LLC «Ritordo», LLC «Dzhi eich Interneshenel») and bar LLC «Polendora». T-R-G's combined competitive strategy is characteristic of 25% of the surveyed restaurants, incl. two restaurants - LLC «Familiia», LLC «ART Ekspo», cafe - LLC «Restoratsiia nomer ody» and bar LLC «Matonardi». Given that each individual restaurant business enterprises is at a certain stage of its life cycle, which is characterized by a certain priority of solving problems, a matrix of recommended modification of competitive strategies in the coordinates "Life cycle stage - Competition strategy" (Fig. 3.12) is constructed it is possible to further refine the effectiveness of the recommended strategies, taking into account the life cycle stage.



* group of companies is highlighted in bold "Restaurants" is highlighted in bold; italicized - "Cafes", plain font - "Bars"

Figure. 3.12. Lifecycle Stage - Competitive Strategy Matrix for Determining Competition Modification Vectors (author's development)

Positioning of restaurant business enterprises in the coordinates of the matrix "Life cycle stage - Competition strategy" suggests that for the vast majority (81.25%) of restaurant businesses, the recommended type of competitive strategy is optimal, taking into account their life cycle stages. However, vectors for modifying competitive strategies are recommended for 18.75% of restaurants (LLC «Brinprofit», LLC «Dzhi eich Interneshenel», LLC «Komunikatsii i Komfort»). Because, according to the calculations (Table 3.4), the data of the restaurant business enterprises are at a stage of decline, where the priority task is to maintain positions in the market. Against this background, the right strategic solution for these businesses in the future will be to focus on the T-R-G Combined Competition Strategy with a focus on the aggressive type of Competition Strategy (T). The choice of restaurant businesses enterprises to modify competitive strategies will, to some extent, contribute to their development and, as a result, to clarify management's goals of maintaining the level of competitiveness desired.

Thus, based on the results of the study and taking into account the proposed scientific and methodological approaches, the practical testing of which is carried out on the restaurant business enterprises, a structural and logical scheme of forming a competitive strategy of the restaurant business enterprises in three components: theoretical, analytical and practical (Fig. 3.13). This approach ensures the unity of the empirical and theoretical sides of knowledge. The need to take into account the basics of the methodology ensures the unity of the empirical, theoretical and practical orientation of the competitive strategy of the restaurant business enterprises and provides for the consideration of the close relationship, logical conditionality and dynamics of all key aspects of the formation of a competitive strategy, taking into account the industry specificity of the restaurant industry.

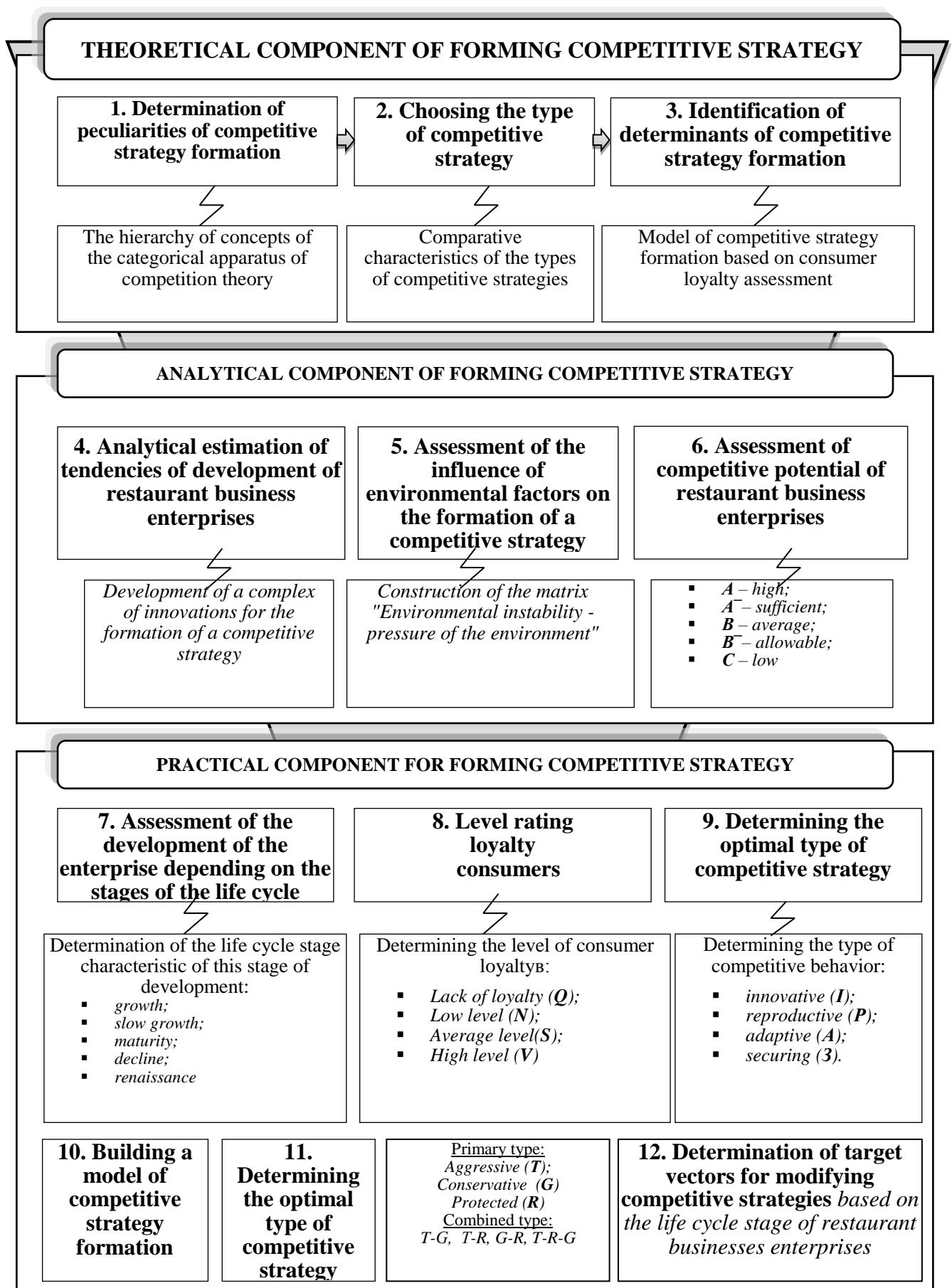


Figure. 3.13. Structural-logical scheme of formation of competitive strategy of restaurant business enterprises (author's development)

Implementation of the proposed scientific and methodological approach to the formation of the competitive strategy of the restaurant business enterprise, which combines the theoretical, analytical and practical bases of the formation of the competitive strategy and, unlike the existing developments, takes into account the external pressure on the activities of the restaurant business enterprises, evaluation of competitive potential and competitive potential and allows you to determine a landmark vector based on a comparison of possible alternatives to strengthening your competitive position in further development in a competitive environment

Conclusions to chapter 3

Improvement of the system of formation of competitive strategy in the restaurant business enterprises has made the following conclusions:

1. A methodical approach to determining the life cycle stage of a restaurant business enterprises, which, unlike the existing ones, takes into account the competitive potential actually achieved at a certain point in time, which is decisive for assessing the real possibilities of quantitative and qualitative changes of goals and priorities depending on the requirements of internal and external environment during the formation of the competitive strategy of the restaurant business enterprises and allows based on the established stage of the life cycle to determine the perspective further development of enterprises.

Practical testing of the proposed methodological tools showed that during 2016-2017. the sequence of life cycle stages is maintained for all restaurant businesses enterprises. In 2017 all the restaurant businesses enterprises have moved to a new stage of their development. Thus, in 2017, 31.25% of the restaurant businesses enterprises are characterized by the stage of "growth", 25% - the stage of "slow growth", at the stage of "maturity" and "decline" characteristic of 18.75% of the restaurant businesses enterprises.

2. Considering that the restaurant service consists of a large number of components and parameters, different in nature and importance for the consumer, a

scientific and methodological approach to determining the level of loyalty of consumers of the enterprises of the restaurant businesses enterprises is developed, personnel, atmosphere, service, price and image), allows you to determine the level of consumer loyalty (low, medium, high, absent) and characterizes the uniqueness of the company storannoho economy, creating opportunities to ensure conflict-pressure competitive environment.

According to the results of the calculations, it is found that only the LLC «Interfud-Kharkiv» provides high level of consumer loyalty among restaurant companies, the level of consumer loyalty to 50% of restaurants is medium, and 33.3% - low. It is established that the level of loyalty of the restaurant consumer is formed under the significant influence of such determinants as: "personnel", "products", "atmosphere", "image". It is determined that the level of consumer loyalty of up to 60% of cafes is average and 40% low. The main determinants of loyalty of this format of the restaurant business are: "Products", "Personnel", "Atmosphere" and "Price". Substantiated that the characteristic peculiarities of the organization of the activity of bars, shapes consumer loyalty by the criteria: "Service", "Atmosphere" and "Price". The study found that 40% of bars provide a high level of consumer loyalty.

3. In order to ensure the conformity of determinants, a scientific and methodological approach of tools for determining the type of competitive behavior of restaurant businesses enterprises, which is based on the use of modern multidimensional classification tools in a spatial format, allows to group of the restaurant businesses enterprises by their characteristic types of competitive behavior (innovative, adaptive, and security), provides an opportunity to evaluate the relationships between the determinants of loyalty duration of consumers and to determine priorities for strategic decisions.

According to the results of practical testing, it is established that the vast majority of restaurant businesses enterprises (25% of restaurants and 12.5% of cafes), which are included in 1 group, is characterized by an innovative type of competitive behavior, the implementation of which provides greater sales, net profit. In this case, of the restaurant businesses enterprises of this group are actively introducing

innovative changes in such determinants of consumer loyalty as: products, personnel, service, atmosphere, price, image. 12.5% of cafes and 6.25% of bars are characterized by an adaptive type of competitive behavior, the result of which is to ensure average consumer loyalty. A competitive type of competitive behavior is typical of 12.5% of restaurants, 6.25% of cafes and 12.5% of bars.

4. Based on the necessity of sound choice of directions of increasing the competitiveness of the restaurant business enterprises, the scientific and methodical to the formation of the competitive strategy of the restaurant business enterprises is proposed, which combines theoretical, analytical and practical bases of formation of the competitive strategy and, unlike the existing developments, restaurant management, competitive potential assessment, and type of competitive behavior and permit based on a comparison of possible alternatives to strengthening the competitive position, determine the vector of targets for further development in a competitive environment.

According to the results of the calculations, it is established that no of the restaurant business enterprises is implementing the original competitive strategies in its purest form. The combined T-R competitive strategy is optimal for 43.75% of the restaurant business enterprises, the T-G combined competitive strategy is optimal for 31.25% of the restaurant business, including 2 restaurants, and the T-R-G combined competitive strategy 25% of the surveyed restaurants.

CONCLUSIONS

1. On the basis of generalization of theoretical provisions the essence is revealed and the relationship between basic concepts of the theory of competition ("competition", "competitive potential", "competitiveness of products (goods, services)", "competitiveness of the enterprise", "competitive position", "competitive advantages" "And" competitive enterprise strategy "). According to the results of the research, different approaches to defining the essence of the term "enterprise competitive strategy" were identified, namely: resource, client-oriented, competitive and integrated, and the main essential characteristics of this concept were highlighted: orientation to high level of competitiveness and competitiveness , external orientation and relativity in time, balance of local components of competitive potential.

2. In order to identify the key aspects of the formation of a competitive strategy, a set of specific functions was singled out and characterized, and the features of the value chain at the restaurant business enterprises were identified. To identify the key determinants of forming a competitive strategy of a restaurant business enterprises, a research model was developed based on the DEA methodology to identify the main determinants that determine the level of consumer loyalty in the restaurant industry (products, personnel, service, atmosphere, price, image).

Based on the research of the content and systematization of the existing approaches to the formation of the competitive strategy of enterprises, a conceptual model of the formation of the competitive strategy of the restaurant business enterprises of the has been developed, which gives a systematic idea of the directions of management decision making and is the basis for determining the management of enterprises of the complex of measures to influence the objects of competition in the research area.

3. Based on the systematization of the main criteria and the introduction of additional: individualization (services, business needs, niche), specialization (target

group, geographical expansion, VIP-segment), differentiation (products, personnel, service, prices and image), emotion (emotional resonance, addictive pleasures), according to competitive intentions (aggressive, conservative, protective), the classification of types of competitive strategies of the restaurant business enterprises has been developed. Taking into account the criteria is the basis for an objective assessment of the possibilities of increasing competitiveness, establishing priority key determinants of increasing the level of consumer loyalty, determining the directions of expansion of the competitive space and a reasonable choice of the optimal type of competitive strategy in the restaurant business enterprises.

4. According to the results of a complex analytical evaluation of the tendencies of the development of the restaurant business enterprises, it is established that the number of restaurants is determined by the development of tourist infrastructure in the region. The presence of a steady tendency of shifting the accents of the restaurant business enterprises to the national cuisine was revealed, which positively influenced the emergence of new directions in the restaurant business enterprises. With the purpose of formation of sustainable competitive advantages of the restaurant business enterprises by the main criteria: quality and timeliness of the production of dishes, the level of service, a complex of modern innovations was formed to form a competitive strategy in two directions - technical and organizational and technological in the main functions of the restaurant business enterprises (production, sale organization of consumption of culinary products and services).

5. In order to adapt of the restaurant business enterprises to the environment, a scientific and methodological approach has been developed, which focuses on integrated assessments of the pressure and instability of the external environment and allows to evaluate the adaptive capacity of the restaurant business enterprises to establish dynamic interaction with the external environment on the basis of a matrix approach. The implementation of the developed scientific and methodological approach at the restaurant business enterprises has allowed to characterize the modern external environment as unstable and difficult and set the target criteria for the implementation of the active type of adaptation to the environmental conditions.

6. Given the need to quantify the competitive potential of restaurant businesses enterprises, a system of indicators for evaluating its components has been developed, which meets the requirements of sufficiency, objectivity, complexity, consistency, comparability, uniformity, systematicity and takes into account industry specificity. In order to obtain a generic characteristic of the competitive potential of restaurant businesses enterprises, a scientific and methodological approach to its assessment is justified, which takes into account the limit values for each local component of competitive potential and allows to identify the level of competitive ability of restaurant business enterprises based on the method of hierarchy analysis. According to the results of the assessment, it is established that the restaurants-type enterprises have higher competitive opportunities compared to the "bars" and "cafes". During the approbation of the developed approach it was found that the competitive potential of 62.5% of the restaurants business enterprises is sufficient for their development in the competitive environment, the most problematic components of the competitive potential are the production, marketing and innovative local components of it.

7. In order to substantiate the optimal type of competitive strategy of the restaurant business enterprises, the main provisions are formulated and a methodological approach is developed to determine the stage of life cycle of the restaurant business enterprises, which is based on the indicators of profit, short-term receivables, cash, depreciation and labor deductions of the enterprise, allows to evaluate the possibility of qualitative transformations of competitive lines evag in the restaurant business enterprises. As a result of the testing of the proposed scientific and methodological approach it is established that the majority of the restaurant business enterprises are at the stage of the life cycle “maturity”.

8. For an argued choice of alternatives of strengthening of competitive position and development of an appropriate set of management decisions, a scientific and methodological toolbox of determining the type of competitive behavior of restaurant business enterprise, that includes determination of Euclidean distance between the integral indicators of assessment of level of consumer loyalty and allows to determine an optimal for a restaurant business enterprise type of competitive

behavior based on the construction of the ordered Chekanovskoho diagram in spatial format was proposed. According to the results of practical approbation of the proposed approach, it was found that for 37.5% of the restaurant business enterprises, characteristic innovative type of competitive behavior, for 31.25% adaptive type of competitive behavior, adaptive and reproductive types of competitive behavior, respectively, 18.75% and 12.5% of the restaurant business enterprises.

9. In order to determine the targets for the further development of business entities in the restaurant industry in a competitive environment, a structural and logical scheme of forming their competitive strategy was developed, the logical implementation of the stages of which is aimed at ensuring the validity of management decisions taking into account theoretical, analytical and practical aspects of competition. To determine the optimal type of competitive strategy, a three-dimensional model was developed in coordinates: environmental pressure, level of competitive potential, and type of competitive behavior. The simulation results show that no restaurant business enterprise is implementing the original competitive strategies in its purest form (43.75% of the restaurant business enterprises is the optimal competitive «T-R» strategy, the combined competitive «T-G» is optimal for 31.25 % of the restaurant business enterprises, and the combined competitive strategy «T-R-G» is characteristic of 25% of the surveyed restaurant business enterprises).

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APPENDICES

APPENDIX A

The essence of the basic concepts of competition theory

Table A.1

The essence of the concept of «competition»

Author	Definition of the concept	Source
Hretskyi R.	Economic category, which expresses the industrial relations between producers in the process of exchange of products of labor.	Hretskyi R. Teoretychni pidkhody do vyznachennia pryrody ta sutnosti konkurentsii / R. Hretskyi // Formuvannia rynkovykh vidnosyn v Ukraini. – 2015. – № 2. S. 35-38.
Panassenko D.A.	Political and economic relations between states should do better in the excitation markets for themselves and their producers.	Panassenko D.A. Konkurentospromozhnist pidpriemstva: sutnisna ta funktsionalna kharakterystyky / D.A. Panassenko // Visnyk Natsionalnoho universytetu «Lvivska politekhnika». – Lviv: Vydavnytstvo Lvivskoi politekhniky. – 2012. – № 727. – S. 270-276.
Rudnytska M.O.	An integral feature of the market and one of the most important features of the growing internationalization of business.	Rudnytska M.O. Mikroekonomika: navch. posib. / M.O. Rudnytska. – K.: TsUL, 2008. 360 s.
Fyliuk H.M.	The process of managing entities with their competitive advantage to meet the goals of combating competitors to meet objective or subjective needs.	Fyliuk H.M. Konkurentsiia i monopoliia v epokhu hlobalizatsii: monohrafiia / H.M. Fyliuk. – Zhytomyr: Vyd-vo ZhDU im. I. Franka, 2011. – 404 s.
Adamyk V.A.	Competition in any field of activity between individual legal entities or individuals (competitors) interested in achieving one goal.	Adamyk V.A. Otsinka konkurentospromozhnosti pidpriemstva / V.A. Adamyk // Visnyk Ternopilskoho natsionalnoho ekonomichnoho universytetu. – 2012. – № 1. – S. 69-78.
Mochernyi S.V.	Fighting for higher value-added sectors. A country's real income can only grow if its labor and capital flow into the business, which gives a higher value in recruiting for the employed and the country holds positions in such business better than its international competitors.	Mochernyi S.V. Politekonomiia: pidruchnyk / S.V. Mochernyi. – K. : Vikar, 2005. – 386 s.
Azoiev H.L., Zavialov P.S., Raizberh B.A.	Economic process of interaction, interconnection and struggle between the companies acting on the market in order to provide the best opportunities for marketing their products, to meet the various needs of customers.	Zavialov F. N. Ranhovaia otsenka konkurentospobnosti massovoho potrebytelskoho tovara (na prymere rynka khlebobulochnykh yzdelyi) / F. N. Zavialov, O. V. Kaplyna, D. A. Zaichenko // Marketynh v Rossyy y za rubezhom. – 2005. – № 3 (47). – S. 90–103.
Makkonnell K.R., Briu S.L.	The presence of more independent buyers and sellers in the market and the opportunity for them to enter and leave the market freely.	Makkonnell K.R., Briu S.L. Ekonomys: Pryntry, problemy y polytyka: V 2 t. : Per. s anhl. 13-ho yzd. : Ucheb — T.1. — M.: YNFRA-M, 2001. — [974] s.
Kiperman H. Ya.	The process of interaction, interconnection and struggle of manufacturers and suppliers in the sale of products, economic rivalry between detached producers or suppliers of goods (services) for the most favorable conditions of sale.	Kyperman H. Ya. Rynochnaia ekonomika : slovar / pod obshch. red. H. Ya. Kypermana. – M. : Respublyka, 1993. – 524 s.

Table A.2

The essence of the concept of «enterprise competitiveness» in the scientific field of economic research

Author	Definition	Source
1	2	3
Opportunity to compete in markets		
Honcharevych L. H.	Owning a subject with certain qualities that enable him or her to develop on an innovative basis and to win in competition [1, c. 109].	Honcharevych L. H. Problema zabezpechennia mizhnarodnoi konkurentospromozhnosti v protsesi evoliutsii / L. H. Honcharevych // Visnyk Donetskooho Universytetu, Ser. V: Ekonomika i pravo. – 2007. – №2. – S. 107–116.
B.A. Raizberh, L.Sh. Lozovskyi, E.B. Starodubtseva	The ability of manufacturers and sellers of goods to compete with their rivals, who supply analogous products to the same markets or seek to penetrate the markets	Raizberh B.A. Sovremennyy ekonomicheskyy slovar / B.A. Raizberh, L.Sh. Lozovskyi, E.B. Starodubtseva – [4-e yzd., pererab. y dop.]. – M.: YNFRA-M, 2004. – 480 s.
T.S. Prakhova	Ability to compete with similar objects in a specific market, taking advantage of competitive advantages to achieve the set goals	Prakhova T.S. Poniatye y sushchnost konkurentosposobnosti [Elektronnyy resurs] / T.S. Prakhova // Sb. nauch. trudov SevKavHTU. Seryia «Ekonomyka». – Stavropol: SevKavHTU, 2005. – №2. – Access mode: http://science.nstu.ru/articles/econom .
I.V. Hroshev, P.V. Emelianov, V.M. Yurev	Ability to withstand competition, to resist competition	Hroshev Y.V. Orhanyzatsyonnaia kultura: [uchebnoe posobyie] / Y.V. Hroshev, P.V. Emelianov, V.M. Yurev. – M.: YuNYTY-DANA, 2004. – 288 s.
H.L. Azoev, P.S. Zavialov	The ability of a firm, a company to compete in markets with manufacturers and sellers of similar goods, with the help of higher quality, affordable prices, and convenience merchants, consumers	Marketynh: [slovar] / [H.L. Azoev, P.S. Zavialov, L.Sh. Lozovskyi y dr.]. – M.: OAO «NPO «Ekonomyka», 2000. – 362 s.
V.M. Horbatov	The ability of an enterprise to successfully compete with other enterprises for the limited solvent demand of consumers in the market segments available to them	Horbatov V.M. Konkurentosposobnost y tsykly razvytyia yntehryrovannykh struktur byznesa: [monohrafiya] / V.M. Horbatov. – Kharkov: YD «YNZhEK», 2006. – 592 s.
Comparative advantage over competitors		
M. Porter	comparative advantage over other firms	Porter E. Maikl Konkurentnaia stratehiya: metodyka analiza otraslei y konkurentov / Maikl E. Porter ; Per. s anhl. – M. : Alpyna Byznes Buks, 2005. – 454 s.
V.V. Sharko	A set of interrelated elements aimed at securing its strong competitive position, maintaining and developing existing ones and creating new competitive advantages	Konkurentospromozhnist pidpriemstva: metody otsinky, stratehii pidvyshchennia [Tekst] / V.V. Sharko // Biznes Inform. – 2015. – № 10. – C. 237–243
A.P. Hradov	Comparative advantage over other firms in the	Ekonomicheskaya strategiia firmy: [uchebnoe posobie] / pod.

	industry domestically and abroad	red. A.P. Gradova. – [2-e izd., ispr. i dop.]. – SPb.: Spetsialnaya literatura, 1999. – 589 s.
V.F. Oberemchuk	Comprehensive comparative characteristics of an enterprise, which shows the degree of preference for the totality of evaluation indicators of the activity of the enterprise, which determines its success in a particular market over a certain period of time in relation to the aggregate sub- competitive competitors	Oberemchuk V.F. Strategiya pidpriemstv: [kurs lektsiy] / V.F. Oberemchuk. – K.: MAUP, 2000. – 128 s.
M.O. Yermolov	A relative characteristic that reflects the difference in the process of development of one manufacturer from a competitor both in terms of satisfaction with their goods or services for a specific social need and in the efficiency of production activity	Ermolov M.O. Chem otlichaetsya konkurentosposobnost firmyi ot konkurentosposobnosti tovara / M.O. Ermolov. – M. : Myisl, 1990. – 229 s.
V.S. Ponomarenko, L.I. Piddubna	"Power balance" - system potential and relevant market potential or comparative characteristic of the first	KonkurentospromozhnIst: problemi nauki ta praktiki: [monografiya]. – H.: VD «INZhEK», 2007. – 264 s.
R.P. Dykson	Shows how productive and effective the firm is with respect to competitors, intermediaries and customer service	Dikson R. Piter. Upravlenie marketingom / Piter R. Dikson; per. s angl. Yu.V. Shlenova. – M.: BINOM, 1998. – 556 s.
V.H. Shynkarenko, A.S. Bondarenko	Dynamic characteristics of an enterprise's ability to adapt to changes in the environment while providing a certain level of competitive advantage	Shinkarenko V.G. Upravlenie konkurentosposobnostyu predpriyatiya / V.G. Shinkarenko, A.S. Bondarenko. – Harkov : Izd-vo HNADU, 2003. – 186 s.
A.A. Mazapaki	A generalized assessment of its competitive advantages in terms of resource potential development, quality of satisfaction of consumer demand and achievement due to this efficiency of functioning of the economic system that take place at the moment or during the evaluation period	Mazaraki A.A. Ekonomika torhovelnoho pidpriemstva : [pidruchnyk dlia stud. vuziv.] / Mazaraki A.A., Ushakova N.M., Lihonenko L.O.; pid red. N.M. Ushakovoi – K.: «Khreshchatyk», 1999. – 800s.
Z.Ie. Shershnova, S.V. Oborska	The level of competence of the enterprise in relation to other competing enterprises in the accumulation and utilization of production potential of a certain orientation, as well as its individual components: technology, resources, management, skills and knowledge of the personnel, etc., which is reflected in outputs such as product quality, profitability, productivity, etc.	Shershnova Z.Ie. Stratehichne upravlinnia: [navchalnyi posibnyk] / Z.Ie. Shershnova, S.V. Oborska. – K.: KNEU, 1999. – 384 s.
Ability to offer competitive products to the market		
S.F.Pokropyvnyi	The ability of an enterprise to provide such output so that it can be successfully sold in a competitive market.	Ekonomika pidpriemstva: [Pidruchnyk] / Za zah. red. S.F. Pokropyvnoho. – Vyd. 2-he. – K.: KNEU, 2004. – 528 s.
R.A. Fatkhutdinov	The ability of a firm (organization) to produce competitive products; the firm's advantage over other firms in the industry within and outside the country	Fathudinov, R.A. Upravlenie konkurentosposobnostyu organizatsii: [uchebnik] / R.A. Fathudinov. – [2-e izd., ispr. i dop.] – Moskva: Izd-vo Eksmo, 2005. – 544 s.
M.I. Malik	Ability to generate revenue sufficient to reproduce simple or expanded production, work motivation and product improvement	Osnovy ahrarnoho pidpriemnytstva; za red. M.I. Malika. – K. : Instytut ahrarnoi

		ekonomiky, 2000. – 582 s.
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V.E. Khorutskiy I.V. Korneeva	Ability to operate successfully in a specific market (region of sale) in a given period of time by launching and marketing competitive products and services	Horutskiy V.E. Sovremennyy marketing: nastolnaya kniga po issledovaniyu ryinka: [uchebnoe posobie] / V.E. Hrutskiy, I.V. Korneeva. – M.: Finansi i statistika, 2002. – 528 s.
M.I. Pertsovskiy	Possibility of carrying out effective economic activity and its practical profitable realization in the conditions of competitive market	Pertsovskiy N.I. Mezhdunarodnyy marketing: ucheb. posobie / I.A. Spiridonov, S.V. Barsukova; rod red. N.I. Pertsovskogo. – M. : Vysshaya shkola, 2001. – 239 s.
Kh.A. Faskhyev, I.M. Haraev	The predominance of an organization with its analog products and services in specific market segments over a period of time and in the future to develop, produce and sell competitive goods (services) without compromising financial This is the state of the organization	Fashiev H.A. Analiz sostoyaniya problemy upravleniya konkurentosposobnostyu organizatsii sfery uslug / H.A. Fashiev, I.M. Garaev // Vestnik TISBI. – 2006. - №8.
H.M. Skudar	Multilateral economic category that can be considered at the level of product, commodity, industry, country	Skudar G.M. Upravlenie konkurentosposobnostyu krupnogo AO: problemy i resheniya / G.M. Skudar. – K. : Nauk. dumka, 1999. – 496 s.
A.N. Azriliian	Property of a product along with similar products, services or competing entities of market relations present there	Bolshoy ekonomicheskiy slovar [Tekst] / M.Yu.Agafonova,A.N.Azriliyan,S.I.Degtyarev i dr.;Obsch.red.A.N.Azriliyana. - M. : Fond "Pravovaya kultura", 1994. - 525 c.
A.Yu. Yudanov	The ability of an enterprise to produce and sell competitive products	Yudanov A.Yu. Konkurentsia: teoriya i praktika [uchebno-metodicheskoe posobie] / A.Yu. Yudanov. – [3-e izd. ispr. i dop.] – M.: Izdatelstvo GNOM i D, 2001. – 304 s.
L.M. Kalashnykova	a complex concept characterized by the system and quality of management, product quality, breadth and depth of range required by the company or its individual members, stable financial position, ability to innovate, efficient use of resources, purposeful work with personnel, level of system of movement and service of the firm.	Kalashnikova L.M. Konkurentosposobnost predpriyatiya i ih produktsii / L.M. Kalashnikova // Mashinostroitel. – 2003. – # 11. – S. 15-18
Ability to meet consumer requirements and queries		
Z.A. Vasyliiev	Ability to meet consumer needs based on the production of products and services that outperform competitors in the required set of parameters	Vasyleva Z.A. Yerarkhiya poniatyi konkurentosposobnosti subektov rynka / Z.A. Vasyleva // Marketynh v Rossyy y za rubezhom. – 2006. – № 2. – S. 83-90
A.V. Korotkov	Comparative characteristics of specific products, strategic commercial (economic) divisions, enterprises on the principle of "better-worse" from the standpoint of consumers	Korotkov A.V. Marketynhovyie yssledovaniya: [uchebnoe posobyie] / A.V. Kortkov. – M: YuNYTY-DANA, 2005. – 304 s.
A. Doil	The competitiveness of an enterprise	Doil P. Marketynh-menedzhment y stratehy / P. Doil; per. s anhl.,

	depends on its ability to meet the needs of consumers better than its competitors	pod red. Yu.N. Kapturevskoho. – [3-e yzd.]. – SPb: Yzd-vo «Piter», 2002. – 544 s.
B. Karloff	Ability to provide a better position compared to a competing business	Karloff B. Delovaia stratehiya / B. Karloff; per. s anhl. – M.: Ekonomyka, 1991. – 239 s.
Ability to deliver high performance against competitors		
P. S. Zavalov	Possibility to ensure efficient economic activity and its practical profitable realization in the conditions of competitive market	Zavalov P.S. Marketynh v skhemakh, rysunkakh, tablytsakh: Uchebnoe posobyе. – M.: YNFRA-M, 2002. – 496 s.
P.V. Zabelyn, N.K. Moyseeva	Ability to make a return on invested capital in the short-term, no less than the set point, or as an excess of the average profit in the relevant field of business	Zabelyn P.V. Osnovy stratehicheskoho upravleniia: [uchebnoe posobyе] / P.V. Zabelyn, N.K. Moyseeva. – M.: Ynformatsionno-vnedrencheskyi tsentr «Marketynh», 1997. – 195 s.
V.V. Sharko, E.A. Obolontseva	The result of competitive advantages, which is the ability to carry out profitable business activities in the market, across the whole range of management and development problems, the criteria of which is the level of sales and a stable place in the market	Sharko V.V. Teoreticheskiye osnovy poniatyino-termynolohicheskoho apparata konkurentosposobnosti / M.V. Sharko, E.A. Obolontseva // Ekonomika, finansy, pravo. – 2007. – №12. – S. 8-11.
A. Marenych, I. Astakhova	complex characteristics of enterprise activity, based on the analysis of various aspects of production and economic activity (production potential, labor resources, material security, financial performance, etc.) and allows to identify the "strengths" of enterprises in competition, find ways to achieve advantages over competitors	Marenych A. Upravleniye konkurentosposobnostiу predpriiatiia / A. Marenych, Y. Astakhova // Byznys-Ynform. – 1996. – № 5 – S. 23-27.
N.I. Pertsovskiy, I.A. Spirydonov, S.V. Barsukova	Possibility of effective economic activity and its practical profitable realization in the competitive market	Mezhdunarodnii marketynh: [uchebnoe posobyе] / [N.Y. Pertsovskiy, Y.A. Spirydonov, S.V. Barsukova]; pod red. N.Y. Pertsovskoho – M.: Vysshiaia shkola, 2001. – 239 s.
O.H. Nefedova	A multifaceted, comprehensive, comparative feature of an enterprise that determines its status among many homogeneous entities and reveals its ability to use all types of resources more efficiently than competitors	Nefedova O.H. Efektyvnist i konkurentospromozhnist pidpriemstv / O.H. Nefedova // Kultura narodov Prychernomoria. – 2005. – №62. – S. 36-39.
Ability to adapt to changing competitive environment		
Yu. Ivanov	The property of the company to change the trajectory or intended mode of operation in the process of adaptation to environmental influences in order to preserve the development of existing or created new competitive advantages	Ivanov Yu. B. Konkurentni perevahy pidpriemstva: otsinka, formuvannia ta rozvytok : monohrafiia / Yu. B. Ivanov, P. A. Orlov, O. Yu. Ivanova. – Kh. : VD «INZhEK», 2008. – 352.
V.H. Shynkarenko, A.S. Bondarenko	A dynamic characteristic of an enterprise's ability to adapt to changes in the external environment while providing a certain level of competitive advantage	Shynkarenko V.H. Upravleniye konkurentosposobnostiу predpriiatiia: [monohafiia] / V.H. Shynkarenko, A.S. Bondarenko. – Kh.: Yzd. KhNADU, 2003. – 186 s.
I.M. Akymova	The ability of an organization to continue to	Akymova Y.M. Promyshlennii

	work in its chosen business area when the macro environment is changing rapidly, adapting to changes in the environment, creating its competitive advantage and, on this basis, achieving better performance than competitors	marketynh: [monohrafiia] / Y.M. Akymova. – [2-e yzd.]. – K: Znanyia, KOO, 2001. - 294 s.
V.A. Pavlova	The ability of an enterprise to maintain competitive position in the market or to change them in the process of adaptation to the changing competitive environment	Pavlova V.A. Konkurentospromozhnist pidpriemstva: otsinka ta stratehiia zabezpechennia: [monohrafiia] / V.A. Pavlova. – D.: DUEP, 2006. – 276 s.
L. Andreeva, E. Myrhorodskaia	The active state of the economic system in which its competitive advantages are formed	Andreeva L. Vzhliad na systemnuu konkurentosposobnost kak domynantu ustoichyvoho razvytyia ekonomyky / L. Andreeva, E. Myrhorodskaia // Ekonomyst. – 2004. - №1. – S. 81-88.

Table A.3

Essential features of the nature of competitiveness of the enterprise

Nature of competitiveness	Essence
Comparative	means that competitiveness can be assessed by comparing the indicators that most comprehensively characterize certain aspects of the activity of enterprises, the result of which is to compare the level of competitiveness, the establishment of "bottlenecks" and the justification of the list of key management decisions for further competitive development.
Temporal	focuses on the dynamism of this concept ("dynamic" in a certain aspect defines the ability to continue activities in such a way as to achieve competitiveness with a changing external environment [218, p. 19]), since the level of competitiveness achieved in a separate period of time cannot be considered as a long term its market position, considering the constant opposition of other entities whose determination and activity may lead to the loss of competitive position. In this aspect of particular importance are the elements of the environment, the underestimation of the importance of which can lead to loss of customers, reducing the efficiency of resource use, the effectiveness of the enterprise as a whole and, consequently, reducing the level of competitiveness.
Social targeting	is determined by the degree of conformity of the product, product (service) of the enterprise to the consumer's requirements: the higher the degree of consumer satisfaction, the more competitive the enterprise is. The social targeting of the nature of competitiveness focuses on social elements (historical traditions that are inherent in territorial formation, within which the target segment of consumers, ethical standards, type of outlook and moral principles are concentrated [219, p. 33]), without taking into account the level of neglect. competitiveness.

Table A.4

Essence of the concept of "competitive advantage of the enterprise"

Author	Essence	Source
1	2	3
Porter M.	set of certain factors of the enterprise activity (from low costs to differentiation of goods) that determine its success in competition.	Porter E. M. (1985) Competitive Advantage: creating and sustaining superior performans. Free Press. New York, NY. 557 p.
Kotler F.	the advantage that an entity gains over competitors by offering more value or by offering goods and services at lower prices than a competitor, or by providing consumers with greater benefits that are sufficiently offset by higher prices. "	Kotler F. Osnovyi marketinga / F. Kotler, G. Armstrong, Dzh. Sonders, V. Vong; per. s angl. – 2-e evrop. izd. – M. : Vilyams, 1999. – 1152 s.
Dzh. OShonessi	as a success factor and a core competency of an enterprise that gives it an edge over market competitors and is considered in the following aspects: concentration in itself; concentration on competitors; concentration on clients; focus on market prospects	O'Shonessi Dzh. Konkurentnyiy marketing: strategicheskiiy podhod / Dzh. O'Shonessi ; per. s angl. D. Yampolskogo. – Sankt-Peterburg : Piter, 2002. – 864 s.
Lahutin V. D., Bakalinska O. O., Vertelieva O. V.	concentrated display of advantages over competitors in economic, technical and organizational spheres of activity that can be measured by economic indicators (additional profit, higher profitability, market share, etc.).	Konkurentsia i konkurentna polityka: katehoriia ta poniattia / V. D. Lahutin, O. O. Bakalinska, O. V. Vertelieva ta in.; za zah. red. V. D. Lahutina. – K. : KNTEU, 2009. – 320 s.
Rubyn Yu.B.	higher achievements in the chosen areas of entrepreneurial activity in comparison with the achievements of rivals, recognized by the external environment of this business entity	Teoriya i praktika predprini-matelskoy konkurentsii: [uchebnik] / Yu.B. Rubin. – M.: Moskovskaya finansovo-promyishlennaya akademiya, 2004 – 572 s.
Shynkarenko V.H.	high competence of the enterprise, compared to its competitors, based on the achieved level of competitive status, adequacy and efficiency of the use of competitive potential	Shinkarenko V. G. Upravlenie konkurentosposobnostyu predpriyatiya / V. G. Shinkarenko, A. S. Bondarenko. – Harkov : HNADU, 2003. – 188 s.
Lamben Zh.-Zh.	characteristics and properties of the goods (brands) that give the organization a certain edge over its direct competitors. These characteristics can be diverse and relate both to the product itself (the basic service) and to the ancillary services accompanying the basic product, to the forms of production, sale or sale that are specific to the enterprise or product.	Lamben Zhan-Zhak. Menedzhment, orientirovannyiy na ryinok / Perv. s angl. pod red. V.B. Kolchanova. – SPb.: Piter, 2007. – 800s.
Oberemchuk V.F.	advantages that provide revenue that exceeds the industry average and contributes to gaining strong market position; basis of successful existence and development of the enterprise	Oberemchuk V. F. Stratehiia pidpriemstv / Oberemchuk V. F. – Kyiv : Vyd-vo MAUP, 2000. – 128 s.
Tesliuk N.P.	such characteristics of the enterprise's activity, qualitative or quantitative indicators of its market position, which provide the enterprise, after all, with revenues in excess of the average industry level, as well as relevant indicators of competitors.	Tesliuk N.P. Stratehii pidpriemstva po dosiahnenniu konkurentnykh perevah // Ekonomika, finansy, pravo. – 2005. - № 11. – S. 17-20.
Havryliuk S.P.	assets and areas of strategic importance to the enterprise that enable it to win in competition	Havryliuk S. P. Konkurentni perevahy yak osnova rozrobky stratehii turystskykh pidpriemstv / S. P. Havryliuk // Naukovyi visnyk Poltavskoho universytetu spozhyvchoi kooperatsii Ukrainy. – 2001. – № 4. – S. 76–80.
Markova V.D.	unique tangible and subtle resources that the company owns, as well as strategically important business areas for the enterprise,	Markova V. D. Marketing uslug / Markova V. D. – Moskva : Finansyi i statistika, 1996. – 128 s.

	which enable them to win in competition	
Levytska A.O.	set of combinations of available resources (raw materials, space, labor, management, technological, information, marketing, etc.) and ways of using them, which provide him with greater possibilities of production and sale of products in comparison with its competitors	Levytska A.O. Konkurentni perevahy pidpriemstva: sutnist ta dzherela formuvannia / Levytska A.O. // Visnyk Khmelnytskoho natsionalnoho universytetu – 2012. – № 4, T. 1.– S. 51–54
Ivanov Yu. B., Orlov P. A., Ivanova O. Yu.	positive differences between the company and its competitors in some or all activities that provide improved socio-economic efficiency in the short term and long-term survival through constant search for opportunities and rapid adaptation to the changing environment and changing conditions of competition	Ivanov Yu. B. Konkurentni perevahy pidpriemstva: otsinka, formuvannia ta rozvytok / Yu. B. Ivanov, P. A. Orlov, O. Yu. Ivanova. – Kharkiv : INZhEK, 2008. – 352 s.
Malevskiy E.Z	concentrated manifestation of the result, more effective than competitors adapting the economic activity of the enterprise to the conditions of the competitive environment due to the innovative development of quantitative and qualitative characteristics of the process or product	Malevskiy E. Z. Realizatsiia stratehii dosiahnennia konkurentnykh perevah za rakhunok innovatsiinoho rozvytku u kozhnii funktsionalnii sferi diialnosti pidpriemstva / E. Z. Malevskiy // ekonomycheskye problemy y perspektyvy stabylyzatsyy ekonomyky Ukrainy : sb. nauch. tr. / NAN Ukraini, Yn-t ekonomyky prom-sty. – Donetsk, 2006. – T. 1. – S. 197–203.
Andrieieva Ye.L.	characteristics of the enterprise that are available under certain competitive status and efficient use of competitive potential and provide advantages over competitors.	Andrieieva Ye. L. Teoretychne doslidzhennia sutnosti poniattia «konkurentostiikist pidpriemstva» [Elektronnyi resurs] / Ye. L. Andrieieva // Materialy Vseukrainskoi naukovo-praktychnoi konferentsii «Aktualni problemy formuvannia ta upravlinnia potentsialom pidpriemstv v umovakh innovatsiinoinvestytsiinoho rozvytku», Kharkiv 22-25 zhovtnia, 2013 roku– Rezhym dostupu.: http://ekon.uipa.edu.ua/
Boryshkevych I.I.	unique strengths of the enterprise in relation to competitors, combining the best elements of doing business, such as marketing, application of technology, organization of activity on an innovative platform, that is all that makes a product or service exclusive, providing the enterprise with competitiveness.	Boryshkevych I.I. Stratehichni napriamy zabezpechennia konkurentospromozhnost silskohospodarskykh pidpriemstv // Visnyk Kamianets-Podilskoho natsionalnoho universytetu imeni Ivana Ohienka. Ekonomichni nauky. –2017.– Vypusk 12– T.1 – S.6-11
Shapovalova I.V.	the degree of difference from a competitor, both internal and external, aimed at maintaining a stable competitive position for a long period.	Shapovalova I.V. Konkurentni perevahy pidpriemstva: retrospektyvnyi analiz traktuvannia terminiv // Ekonomika ta suspilstvo.– 2017.–Vypusk № 10.– S.427-432 Rezhym dostupu: http://www.economyandsociety.in.ua/journal/10_ukr/74.pdf

Essence of the concept of "competitive behavior of the enterprise"

Author	Content description of the concept	Source
Prakhalad K.K., Ramasvami V. N.	as the attitude of rivalry between enterprises, expressed in market strategies, that is, when an enterprise responds to a competitor's actions in certain circumstances	Prakhalad K.K. Maibutnie konkurentsii. Tvorennia unikalnoi tsinnosti spilno z kliientamy / K.K. Prakhalad, V. Ramasvami ; per. z anhl. Mykhaila Stavytskoho. – K. : Vyd-vo Oleksiia Kapusty, 2005. – 258 s.
Shynkarenko V.H. i Bondarenko A.S.	it is a dynamic characteristic of an enterprise's attitude to adapt to changes in the environment while providing a certain level of competitive advantage	Shinkarenko V.G. Upravlenie konkurentosposobnostyu predpriyatiya / V.G. Shinkarenko, A.S. Bondarenko. – Harkov : Izd-vo HNADU, 2003. – 186 s
Mintsberh H.	operating incremental behavior for profit in an environment where existing markets allow for targeted production and profit margins	Mintzberg G., Alstrand B., Lempel D. Shkolyi strategiy. Strategicheskoe safari: ekskursiya po debryam strategicheskogo menedzhmenta. SPb.: Piter, 2000.
Fathutdinov R. A.	property of an object that is characterized by the degree of actual or potential satisfaction of a specific need in comparison with similar objects that are presented in this market	Fathutdinov R. A. Konkurentosposobnost: Rossiya i mir. 1992 – 2015. Monografiya. M.: Ekonomika, 2005.
Zabelin P.V., Moiseeva I.K.	the ability to make a return on invested capital in the short term, not below the set point, or as an excess over the average return in the relevant business area.	Zabelin P.V., Moiseeva I.K. Osnovyi strategicheskogo upravleniya. – M.: Informatsionno-vnedrencheskiy tsentr «Marketing», 2014. – 195 s.
Yaroshenko S.P.	the ability to assert a longer-term advantage in the marketplace by having a more effective strategy or ability to function in the long-term in the marketplace while generating profit, after which redistribution will remain an opportunity to improve production, maintain product quality and encourage workers.	Yaroshenko S.P. Pryntsypy konkurentozdatnosti sfery materialnoho vyrobnytstva / S.P. Yaroshenko // Rehionalni perspektyvy. – 1998. – № 1(2). – S. 37-39.
Kaninskyi P.K.	the ability to generate income sufficient to reproduce simple or expanded production, work motivation and product performance.	Kaninskyi P.K. Spetsializatsiia silskohospodarskykh pidpriemstv. – K.: NNTs IAE, 2005. – 410 s.
Bieliienkyi P. Yu.	generalized indicator that reflects the effectiveness of the whole complex of mechanisms of management, and the study of problems of its provision should be approached in a comprehensive way, taking into account all the factors and mechanisms.	Bieliienkyi P. Yu. Doslidzhennia problem konkurentospromozhnosti / P.Iu. Bieliienkyi // Visnyk NAN Ukrainy. – 2007. – № 5. – S. 9-18.

Table A.6

Analysis of invariant interpretations of the essence of the concept of "competitive enterprise strategy"

Author (s) of definition	Competitive strategy is....	Literary source	Key definition parameter
1	3	4	5
Resource approach			
Porter M.	aims to take a stable and advantageous position that will allow the organization to withstand the onset of those forces that determine competition in the industry.	Porter M. Konkurentnaya strategiia: Metodika analiza otrasley i konkurentov. / Per. s angl. – M.: Alpina Biznes Buks, 2005. – 234 s.	achieving a stable and advantageous position
Ivanov Yu.B.	carefully designed program of measures that must be implemented by the organization in order to achieve a competitive position in the market and adapt the organization to changes in the internal and external environment	Ivanov Yu.B. Teoretychni osnovy konkurentnoi stratehii pidpriemstva : Monohrafiia / Yu.B. Ivanov ta in.; Za zah. red. Yu.B. Ivanova ; KhNEU. – Kh.: VD «INZhEK», 2006 – 383 s. 9.	achieving a competitive advantage
Kryvoruchko O. S.	generalized activity program (action model) aimed at achieving an appropriate level of competitive advantage for an enterprise through efficient allocation, coordination and use of resources and efforts.	Kryvoruchko O. S. Formuvannia konkurentnykh stratehii torhovelykh pidpriemstv spozhyvchoi kooperatsii. avtoref. dys. na zdobuttia nauk. stupenia ekon. nauk : spets. 08.00.04 – ekonomika ta upravlinnia pidpriemstvamy (za vydamy ekonomichnoi diialnosti) / Kryvoruchko O. S.. – Poltava : PUET, 2016. – 20 s.	competitive advantages
Ansoff I.	a strategy that focuses on actions and approaches that are management-related and aimed at ensuring successful operations in one specific business area (strategic area).	Ansoff I. Strategicheskoeupravlenie / I. Ansoff ; per. s angl. ; pod red. L.I. Evenko. – M. : Ekonomika, 1989. – 519 s.	ensuring successful activities
Stupak I. O.	... it is focused on achieving strategic goals and sustainable competitive advantages, an enterprise plan that is in the process of continuous improvement and is able to respond quickly to changes in the external and internal environment to meet the needs of consumers and their own growth.	Stupak I. O. Konkurentna stratehiia yak upravlinska katehoriia / I. O. Stupak // Visnyk natsionalnoho universytetu «Lvivska politehnika» № 684. – S. 249-254 • «Problemy ekonomiky ta upravlinnia». – 2010.	achievement of strategic goals and sustainable competitive advantages

Continuation of Table A.6

1	3	4	5
Lutsiv O. R.	an algorithm for managing an organization's behavior to achieve a certain market position, based on the competitive advantages of the enterprise and knowledge of the development of the competitive environment.	Lutsiv O. R. Konkurentna stratehiia pidpriemstva v umovakh nevyznachenosti (na prykladi molokopererobnoi haluzi) [Tekst] : avtoref. dys. ... kand. ekon. nauk : spets. 08.00.04 / O. R. Lutsiv ; nauk. ker. V. I. Hrynychutskyi ; Nats. un-t kharchovykh tekhnolohii. - K., 2011. - 20 s.	competitive advantages
Drucker P. F.	a set of strategies aimed at adapting an enterprise to changes in competitive conditions and strengthening its long-term competitive position in the market.	Drucker P. F. Managing in Turbulent Times / P. F. Drucher. – New York: Harper & Row, 1980. – 312 p.	competitive position
Adaeva T.	the firm's ability to produce competitive goods, the competitive sustainability of the organization and its ability to adapt to adverse competition conditions.	Adaeva T. Organizatsionnyie faktoryi i rezervyi povysheniya konkurentosposobnosti predpriyatiya / T. Adaeva. – Penza: Izd-vo Penzenskogo gos. un-ta, 2011. – 230 s.	competitive stability
Kudenko N. V.	a variety of organizational strategies that answers one of the most pressing questions: "How does an organization compete in the target market, withstand the competitive pressure and win the competition?"	Kudenko N. V. Marketynhovi stratehii firmy : monohrafiia / N.V. Kudenko. – K. : KNEU, 2002. – 245 s.	competitive struggle
Mostenska T.L.	provides for the formation and realization of the goals and objectives of the organization to achieve its competitive advantage in certain segments according to the market situation and capabilities of the organization.	Mostenska T.L. Osnovy marketynhu : [navch. posib.] / T.L. Mostenska. – K. : Kondor, 2005. – 240 s. 11.	competitive advantages
Hmil T.M., Vasilik S.K.	a range of approaches and areas developed by management to achieve the best performance in one specific area of activity.	Strategicheskii menedzhment [Tekst] : [Ucheb. posobie] / T.M. Hmil, S.K. Vasilik, L.O. Shishmareva ; Hark. nats. ekon. un-t. - [2-e izd., ster.]. - H. : INZhEK, 2006. - 133 s.	achievement of target results
Dolinskaya M. G.	a set of resources and capabilities of the enterprise, ensuring the acquisition of competitive advantages in the market and achievement of the set strategic competitive goals.	Dolinskaya M. G. Marketing i konkurentosposobnost promyshlennoy produktsii / M. G. Dolinskaya, I. A. Solovev. – Moskva : Ekonomika, 1999. – 143 s..	competitive advantages

Continuation of Table A.6

1	3	4	5
Client-oriented approach			
Saienko M.H.	a way to gain sustainable competitive advantage in every enterprise SOB by competing, meeting the diverse and changing needs of customers better than competitors do.	Saienko M.H. Stratehiia pidpriemstva: pidruchnyk. / M.H. Saienko. – Ternopil: «Ekonomichna dumka». – 2006. – 390 s.	competitive advantages
Dudar A. P.	a way of long-term actions of the company in the fight against competitors, which is based on improving the quality of goods, reducing costs, product differentiation, penetration into new markets in order to gain competitive advantages.	Dudar A. P. Osobennosti formirovaniya konkurentnoy strategii torgovo-proizvodstvennoy firmyi / A. P. Dudar, A. Ya. Fedishin. – Simferopol: Tavrida, 2005. – 182 s	competitive advantages
Smoleniuk P.S.	a way to gain sustainable competitive advantage for the company through competition, meeting different and changing customer needs better than competitors do. The company's competitive strategy helps to answer the question of how the company competes in the target market, at the expense of which it withstands competitive pressure and wins the competition?	Smoleniuk P.S. Obgruntuvannia konkurentnoi strategii pidpriemstva // Innovatsiina ekonomika. – 2012. - № 3 (29). – s.86-93.	gaining sustainable competitive advantage
Azoev G.L.	an organization's action plan to succeed in competing in a particular market.	Azoev G.L. Konkurenciia: analiz, strategiya i praktika. / G.L. AzoEv. – M. : TsEIM, 2001. – 207 s.	achievement success
Voronkova A. E.	is the development of proposals based on the existing competitive advantages of the enterprise, which will meet the needs of the target consumers to a greater extent than the proposals of competitors.	Voronkova A. E. Strategicheskoe upravlenie konkurentosposobnyim potentsialom predpriatiya: diagnostika i organizatsiya : [monografiya] / A. E. Voronkova. – Lugansk : Izd-vo Vost.-ukr. nats. un-ta, 2000. – 315 s.	competitive advantages
Vasylenko V. O.	formation and realization of the goals and objectives of the manufacturer and exporter for each individual market (market segment) and each product for a certain period of time in order to carry out production and commercial activities in full accordance with the market situation and capabilities of the enterprise.	Vasylenko V. O. Vyrobnychyi (operatsiinyi) menedzhment : navch. posib. / V. O. Vasylenko, T. I. Tkachenko. – K. : Tsentr uchbovoi literatury, 2003. – 532 s.	formation and realization of goals and objectives

Continuation of Table A.6

1	3		5
O'Shonessi Dzh.	is a comprehensive program of actions aimed at analyzing and selecting markets, manufacturing products and services for them, setting prices and ways to market them.	O'Shonessi Dzh. Konkurentnyiy marketing: strategicheskiiy podhod / Dzh. O'Shonessi ; per. s angl. D. Yampolskogo. – Sankt-Peterburg : Piter, 2002. – 864 s.	an action program aimed at analyzing and selecting markets
Ershova R.	ability of an enterprise to produce competitive products while effectively utilizing the potential of the enterprise.	Ershova R. Konkurentnyie strategii tehnologicheskiiy orientirovannyih predpriyatiy / R. Ershova. – Ekaterinburg: Izd-vo UGTU, 2012. – 230 s.	competitive products
Pankov V.	creation of exceptional opportunities and competitive advantages that allow to produce competitive products of market novelty with new market consumer properties and value characteristics.	Pankov V. Innovatsionnaya deyatel'nost' i strategiya povysheniya konkurentosposobnosti produktov: mezhdunarodnyiy i regionalnyiy aspekty / V. Pankov, Yu. Makogon // EkonomIst. – 2005. – # 6. – S. 40–45..	competitive advantages
Pichurin I.	actual and potential ability of an enterprise to produce and market products that are more attractive to consumers at their quality and / or price.	Pichurin I. Obschaya teoriya marketinga / I. Pichurin. – Ekaterinburg: Izd-vo UGTU, 2011. – 104 s.	potential opportunity
Competitive - oriented approach			
Tiukha I. V.	a clear sequence of development steps designed to develop a sustainable competitive position beyond the achievements of rival companies and to confront the forces that determine competition in the industry.	Tiukha I. V. Upravlinnia konkurentospromozhniuiu pidpriemstva v umovakh kryzy / I. V. Tiukha // Naukovi pratsi Natsionalnoho universytetu kharchovykh tekhnolohii. – 2009. – № 29. – S. 141-144	stable competitive position
Yatsiv I. B.	a set of measures aimed at gaining the enterprise competitive advantages.	Yatsiv I. B. Konkurentospromozhnist silskohospodarskykh pidpriemstv : monohrafiia / I. B. Yatsiv. – Lviv : Ukrainnyi bestseler, 2013. – 427 s.	competitive advantages
Kovalska Yu. H.	is a collection of individual interrelated and interdependent components that are united by a single global purpose - to create and maintain a high level of sustainable competitive advantage for the enterprise.	Kovalska Yu. H. Formuvannia konkurentnoi stratehii pidpriemstva : avtoref. dys. ... kand. ekon. nauk : spets. 08.06.01 / Yu. H. Kovalska ; Yev-ropeiskyyi un-t finansiv, informatsiinykh system, menedzhmentu i biznesu. – 20 s. • Kyiv, 2004.	competitive advantages

Continuation of Table A.6

1	3	4	5
Makhmudov Kh. Z.	is a set of interconnected activities aimed at achieving and maintaining a high level of competitiveness and competitive position in the market, based on the effective use of competitive advantage and the elimination of negative factors of influence.	Makhmudov Kh. Z. Teoretychni aspekty formuvannia konkurentnykh stratehii ahrarnykh pidpriemstv / Kh. Z. Makhmudov // Naukovi pratsi Poltavskoi derzhavnoi ahrarnoi akademii. Seriiia «Ekonomichni nauky». – 2012. – Vyp. 2. – T. 1. – S. 118–127.	competitive advantages and neutralization of negative factors of influence
Barabas D. O.	it is a comprehensive plan of action to maintain a position in the market, which involves either expanding the market capacity, or protecting existing positions, or increasing market share over the existing market capacity.	Barabas D. O. Upravlinnia konkurentnymy perevahamy pidpriemstva (na prykladi shveinoi haluzi) : avtoref. dys. na zdobuttia nauk. stupenia ekon. nauk : spets. 08.06.01 «Ekonomika, orhanizatsiia i upravlinnia pidpriemstvamy» / D. O. Barabas. – Kyiv : KNEU, 2003. – 18 s.	maintaining a position in the market
Kotler Ph.	the concept and subordinate system of its actions of the enterprise aimed at achievement of long-term competitive advantages; is a set of rules of conduct in selected strategic areas of business, which the company is guided to achieve the set goals in each area in a competitive environment.	Kotler Philip Marketing Management / Philip Kotler, Kevin Lane Keller. – Second edition. – New York : Prentice Hall International, 1984, 2008. – 711 p.	long-term competitive advantages
Koval N. V.	a set of actions to plan and implement a system of measures aimed at achieving a favorable competitive position of the company in the market.	Koval N. V. Teoretychni aspekty formuvannia konkurentnykh stratehii pidpriemstv v umovakh nevyznachenosti ta ryzyku / N. V. Koval // Ekonomika ta upravlinnia APK. - 2015. - № 1. - S. 43-50.	favorable competitive position
Bulakh I. V.	... these are competitive measures and actions, market approaches that can provide a lasting advantage over competitors or the competitiveness of the enterprise as a whole.	Bulakh I. V. Vybir konkurentnoi stratehii pidpriemstva: metodych-nyi pidkhd / I. V. Bulakh // Ekonomika i orhanizatsiia upravlinnia. – 2010. – Vyp. №2 (8).– S. 25–32.	sustainable competitive advantage
Grant R.	is a comprehensive plan of actions of an enterprise in the market in relation to competing firms. The essence of competitive strategies is that they help to increase or maintain an enterprise position in the market relative to competitors.	Grant R. Sovremennyiy strategicheskii analiz / R. Grant ; per. s angl. pod red. V. N. Funtova. – Sankt-Peterburg : Piter, 2008. – 560 s.	retaining market position

Continuation of Table A.6

1	3	4	5
Aranchii V.I., Zoria S.P., Lantukh A.O.	a set of interrelated measures based on internal competitive advantages and the ability of the enterprise to neutralize the influence of external factors with the maximum benefit to themselves in order to obtain priority advantages in competitive struggle to win and maintain strong positions in the market, achieve, enhance or maintain the desired level of competition - Competitiveness.	Aranchii V.I. Teoretychni aspekty formuvannia konkurentnykh stratehii ahrarnykh pidpriumstv / V.I. Aranchii, S.P. Zoria, A.O. Lantukh [Elektronnyi resurs]. – Rezhym dostupu: http://www.pdaa.edu.ua/sites/default/files/nppdaa/5.3/3.pdf .	competitive advantages
Bozhydai I. I.	a dynamic, long-term, focused set of interrelated activities, subordinated to the overall goal of the enterprise, based on the enterprise's internal capabilities, aimed at achieving and maintaining the desired level of competitiveness, competitive advantage, sustainable competitive position by the enterprise and capable of neutralizing influence.	Bozhydai I. I. Definitsiia poniattia "konkurentna stratehiia" ta yii mistse v upravlinskii iierarkhii stratehii / I. I. Bozhydai // Traektoryia nauky. - 2016. - T. 2, № 1. - S. 21-28.	competitiveness level, competitive advantages, competitive position
Tompson A.A.	development of management decisions aimed at establishing and strengthening the long-term competitive position of an enterprise in a specific industry.	Tompson A.A. Strategicheskii menedzhment: kontseptsii i situatsii dlya analiza / A.A. Tompson, A.Dzh. Striklend. 17-e izd.; per. s angl. – M.: ID «Vilyams», 2007. – 928 s.	competitive position
Trenev N.N.	a competitive strategy for each component of the business portfolio in different activities	Trenev N.N. Strategicheskoe upravlenie: ucheb. posobie / N.N. Trenev. – M.: PRIOR, 2000. – 282 s.	competitive struggle
Popov V. N.	Competition strategies determine the different approaches by which an enterprise will act in each strategic business area and aim at securing sustainable competitive positions in the market, securing and maintaining long-term competitive advantages.	Popov V. N. Sistemnyi analiz v menedzhmente : [uchebnoe posobie] / V. N. Popov. – Moskva : KNORUS, 2007. – 304 s.	competitive advantages
Shershnova Z.Ie.	business strategy of the organization, which is based on sustainable competitive advantage.	Shershnova Z.Ie. Stratehichne upravlinnia: pidruchnyk / Z.Ie. Shershnova. – 2-he vyd., pererob. i dop. – K. : KNEU, 2004. – 699 s.	competitive advantages

1	3	4	5
Yudanov A. Yu.	is a set of actions aimed at ensuring stable competitive positions in the market, ensuring and maintaining long-term competitive advantages in a specific field of activity of the enterprise.	Yudanov A. Yu. Konkurentsiya: teoriya i praktika : [uchebnoe posobie] / A. Yu. Yudanov. [2-e izd., s ispr. i dop.]. – Moskva : Assots. avtorov i izdatelei «Tandem» : HNOM-PRESS, 2003. – 457 s	competitor position
Ivanov A.P.	finding an advantage in the industry or in the market, in other words, where competition is taking place. A competitive strategy aims to provide an organization with a position that enables it to make a profit on a long-term basis, despite opposition from various forces.	Ivanov A.P. Metod formirovaniya i otsenki konkurentnoy strategii kompanii / A.P. Ivanov, E.Yu. Hrus- talev // Finansovyy menedzhment. – M. : Delo i servis, 2005. – # 5. – S. 3–14.	competitive struggle
Knyish M.I.	an enterprise action plan designed to succeed in competition that involves offensive or defensive action to overcome the five forces of competition.	Knyish M.I. Konkurentnyie strategi : [uchebnoe posobie] / M.I. Knyish. – SPb. : Piter, 2000. – 204 s	competitive struggle
Lunev V.L.	the concept and subordinate system of actions of the enterprise aimed at achieving its ultimate goals.	Lunev V.L. Taktika i strategiya upravleniya firmoy / V.L. Lunev. – M. : Finpress, NGAEiU, 1997. – 356 s.	achievement of goals
Nefedova O.H.	a way of long-term competitive behavior of an enterprise in order to maintain or enhance its competitiveness level.	Nefedova O.H. Mekhanizm vyboru konkurentnoi stratehii pidpriemstva / O.H. Nefedova // Visnyk ekono- michnoi nauky Ukrainy. – 2008. – № 2(14). – S. 117–120	competitive struggle
Tompson A.A.	development of management decisions aimed at establishing and strengthening the long-term competitive position of an enterprise in a specific industry.	Tompson A.A. Strategicheskyy menedzhment: kontseptsii i situatsii dlya analiza / A.A. Tompson, A.Dzh. Striklend ; 17-e izd. ; per. s angl. – M. : Vilyams, 2007. – 928 s.	competitive position
Hemel G.	is about creating future competitive advantage faster than competitors are copying what you use today.	Hemel G. Konkurentsiya za buduschee. Sozдание ryinkov zavtrashnego dnya : per. s angl. / G. Hemel, K. Prahalad. – M. : Olimp-Biznes, 2002. – 288 s.	competitive advantages

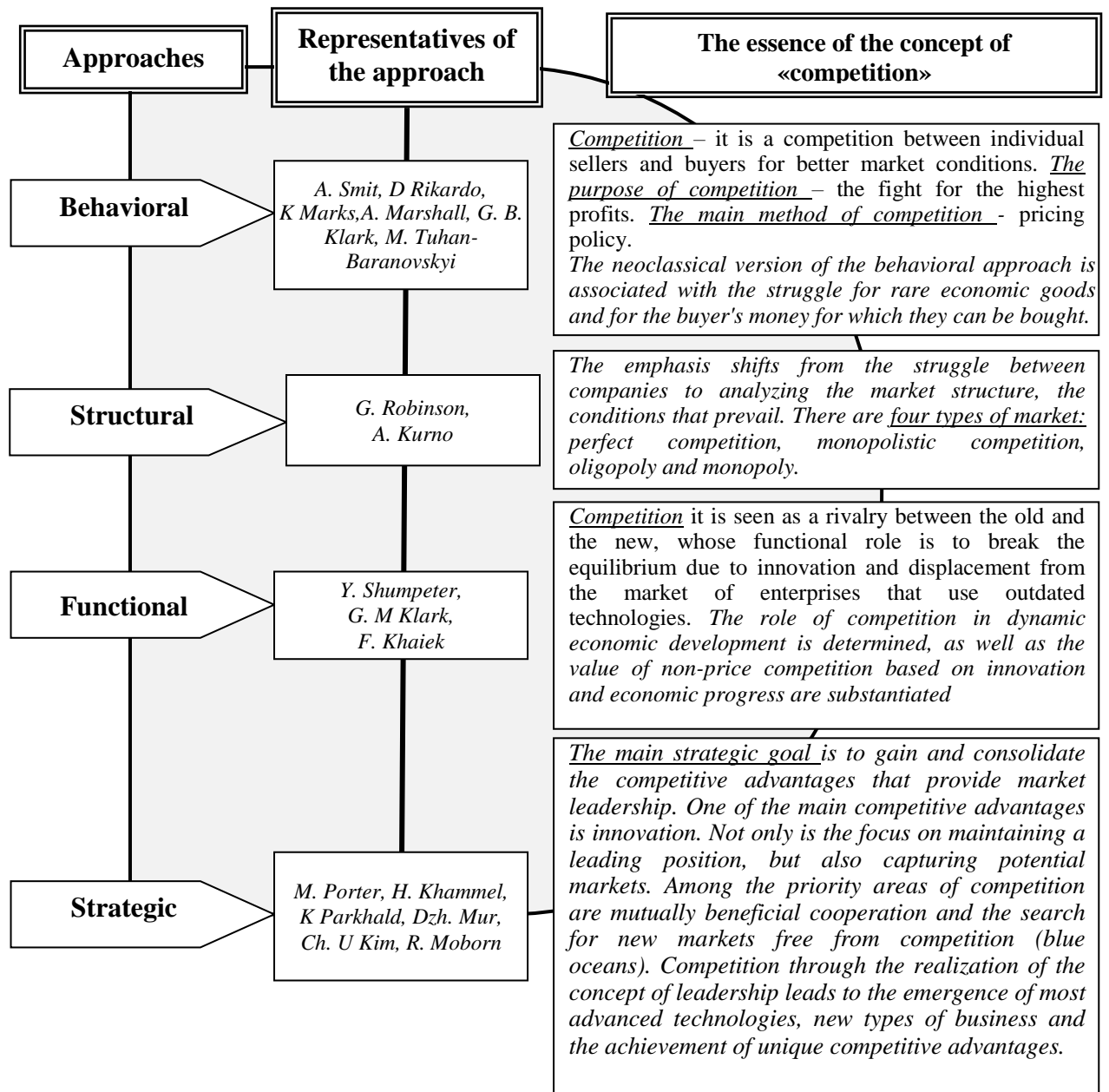


Fig. A.1. Staging major approaches to the definition of "competition" (compiled by the author on the basis of generalization [7; 11; 97; 99; 104; 107; 144; 161; 170; 176; 190; 192; 204; 206; 221; 223; 244; 267])

APPENDIX B

Determinants of formation and evaluation of consumer loyalty of enterprises

Table B.1

Key components of the models of formation of consumer satisfaction and loyalty in the enterprises of the restaurant industry

(are generalizet by author on basis of [140; 189;237; 238; 251])

Model components	Emphasis on research
Quality of food, quality of service, cost / value of each meal, location, personnel [140, c. 1059]	Study of factors affecting consumer decisions to re-visit a restaurant business
Physical environment of the restaurant, quality of food, customer orientation, communication, interests of relationships, fair price [189, c. 513]	Research of factors affecting the quality of restaurant service
Features of the food personality: food neophobia (fear of new products), eating, pleasure [251, c. 224]	Applying the concept of eating personality traits to the hospitality and tourism industry and exploring the relationship between personality, satisfaction and loyalty
Restaurant design, restaurant environment, price perception, personnel, customer satisfaction [238, c. 497]	Exploring the relationship between the physical environment, price perceptions and consumer satisfaction in the restaurant industry
Cleanliness of the restaurant, atmosphere and space, quality of food, price, responsiveness, personnel behavior, restaurant hours [238, c. 499]	Assessment of factors affecting food service satisfaction
Restaurant atmosphere, quality of service, quality of food [237, c. 524]	Research on the impact of service and food quality, as well as the mitigation of the effect of the atmosphere on customer satisfaction and customer loyalty of the restaurant business

Table B.2

Characteristics of the determinants of the model of formation and assessment of loyalty of consumers of restaurants business enterprises (compiled by the author on the basis of generalization [15; 23; 28; 127; 212; 251; 216; 254])

Determinant of consumer loyalty	Characteristic
1	2
<i>Product</i>	A restaurant product is both a product and a service. As a commodity, it is a food product of our own production, or a purchase product offered to consumers and having a complex of relevant consumption properties, namely food, energy, biological, physiological utility, etc. sales of products and others [212]
<i>Personnel</i>	The personnel is a key element of the enterprise functioning and solving the tasks in search of competitive advantages. It is from the concerted actions of the personnel and management of the restaurant business that the result of its activity and the conquest of its worthy visitor depends. The restaurant business attracts by its diversity, freedom of creativity of gifted, talented people, when every waiter is an "actor" of his own show, every manager is a "director" of the hall, and the manager is a "screenwriter", "director" and "actor" in one person [15, c. 104]
<i>Price</i>	From the consumer's point of view, the price is what the customer pays or provides to get a product or service. Price fairness is a psychological factor that plays an important role in a customer's response to a paid price [261, c. 223]
<i>Service</i>	Service is an essential component of the marketing policy of a restaurant business enterprise. Service - these are additional services that provide quality and culture service based on knowledge of the psychology of consumers with regard to their consumer behavior.
<i>Service</i>	The standard of service is a set of actions and daily operations of the personnel contributing to the maximum satisfaction of the consumer. Quality of service is one of the reasons of dissatisfaction of clients with the enterprises of the restaurant business, which lead to change of the service provider. [15, c. 106].
<i>Image</i>	It is a factor of consumer confidence in the company and its services, a factor of increase in the number of sales, and therefore a factor of prosperity or decline for the restaurant, its owners and its employees. In this case, the image is a dynamic phenomenon, and therefore the image may change under the influence of circumstances, new information and other factors of the environment in which it exists. [23, c. 332]
<i>Atmosphere</i>	The restaurant environment is an important factor in customer satisfaction and behavior. At the restaurant, customers are directly confronted with restaurant services [28, c. 264]
<i>Level of consumer satisfaction</i>	Customer response to evaluate perceived discrepancy between previous expectations and actual productivity perceived after consumption [254, c. 219]
<i>Consumer confidence level</i>	Trust is a psychological state that leads to one person's trust in another person and creates expectations for the favorable outcomes of other people's behavior. Thus, it is an indicator of trust in the reliability and reliability of both parties to the exchange [127, c. 198]
<i>Consumer loyalty level</i>	This is a certain positive attitude of consumers to everything related to the activity of the organization, products and services, which produces, sells or provides the organization, company personnel, image of the organization, trademarks, logo. Loyal customers can be called those who stay with the company for a long time (compared to the life of the product) and make repeated purchases. [251, c. 511]

Table B.3

Determination of the determinants of formation and assessment of consumer loyalty of of restaurants business enterprises

Where 5 points - completely agree; 1- point completely disagree on a Likert scale

No	Indicator	Choice on a Likert scale				
1	<i>Quality of products affects the level of consumer satisfaction</i>	1	2	3	4	5
2	<i>Price has a positive effect on consumer satisfaction</i>	1	2	3	4	5
3	<i>Quality of service has a positive effect on the level of customer satisfaction</i>	1	2	3	4	5
4	<i>Atmosphere of the restaurant business enterprises has a positive effect on the level of consumer satisfaction</i>	1	2	3	4	5
5	<i>Image of the restaurant business enterprises has a positive effect on the level of consumer confidence</i>	1	2	3	4	5
6	<i>Product quality has a positive effect on consumer confidence</i>	1	2	3	4	5
7	<i>Personnel has a positive effect on the level of customer satisfaction</i>	1	2	3	4	5
8	<i>Quality of service has a positive impact on the level of consumer confidence</i>	1	2	3	4	5
9	<i>Level of customer satisfaction has a positive impact on the level of loyalty</i>	1	2	3	4	5
10	<i>Level of consumer confidence has a positive impact on the level of loyalty</i>	1	2	3	4	5
11	<i>Visitors are attracted to the parking lot and construction of the facility's exterior</i>	1	2	3	4	5
12	<i>Visually appealing dining influences the choice of venue</i>	1	2	3	4	5
13	<i>Employees who are clean, tidy and properly dressed earn more tips</i>	1	2	3	4	5
14	<i>Interior decor affects the image and price range of the establishment</i>	1	2	3	4	5
15	<i>Beautifully folded menu speeds up the choice of dishes</i>	1	2	3	4	5
16	<i>Institution personnel who can fully answer your questions encourage you to buy</i>	1	2	3	4	5
17	<i>Location influences the choice of restaurant</i>	1	2	3	4	5
18	<i>Level of professional training of service personnel influences the frequency of visiting the institution</i>	1	2	3	4	5
19	<i>Price of a dish does not always indicate its quality</i>	1	2	3	4	5
20	<i>Loyalty system (cards, bonuses) influences the choice of an institution to visit</i>	1	2	3	4	5
21	<i>Satisfied consumer leaves more tips</i>	1	2	3	4	5
22	<i>Service at the restaurant business enterprises influences the level of its competitiveness</i>	1	2	3	4	5
23	<i>Quality of the provided service (product) at the restaurant business enterprises influences the level of its competitiveness</i>	1	2	3	4	5
24	<i>Price of the provided service (product) at the restaurant business enterprises influences the level of its competitiveness</i>	1	2	3	4	5
25	<i>Atmosphere at a restaurant business enterprises influences the level of its competitiveness</i>	1	2	3	4	5
26	<i>Personnel at the restaurant business enterprises influences the level of its competitiveness</i>	1	2	3	4	5
27	<i>Consumer commitment to a particular institution enhances its competitive position</i>	1	2	3	4	5
28	<i>Consumer confidence in a particular institution affects its level of competition</i>	1	2	3	4	5
29	<i>Image of a restaurant business enterprises directly affects its competitive position</i>	1	2	3	4	5
30	<i>Quality of service affects the number of visits</i>	1	2	3	4	5

THANK YOU FOR ANSWER!!!

Table B.4

Demographic characteristics of the respondents
(compiled by the author on the results of his own research)

Variable ID	Category	Frequency	Frequency percentage,%
Sex	men's	68	36,36
	female	119	63,64
Educational level	higher education	82	43,85
	full secondary education	60	32,09
	basic secondary education	45	24,06
Years	up to 20 years	33	17,65
	21 to 35 years old	55	29,41
	from 36 to 55 years	65	34,76
	over 56	34	18,18
Number of visits to restaurant business enterprises	do not visit	0	0,00
	once a month	28	14,97
	2-3 times a month	102	54,55
	more than 4 times	57	30,48

Table B.5

Generalized results of expert study of formation and evaluation
loyalty of consumers of restaurant business enterprises

№	Questionnaire questions	Experts' answers are distributed on a Likert scale					Specific weight, %
		1 point	2 points	3 points	4 points	5 points	
1	2	3	4	5	6	7	8
1	<i>Quality of products affects the level of consumer satisfaction</i>	5	15	20	37	110	78,61
2	<i>Price has a positive effect on consumer satisfaction</i>	10	4	15	40	118	84,49
3	<i>Quality of service has a positive effect on the level of customer satisfaction</i>	8	10	15	45	109	82,35
4	<i>Atmosphere of the restaurant business enterprises has a positive effect on the level of consumer satisfaction</i>	10	18	30	90	40	69,52
5	<i>Image of the restaurant business enterprises has a positive effect on the level of consumer confidence</i>	5	10	30	87	55	75,94
6	<i>Product quality has a positive effect on consumer confidence</i>	3	10	24	58	92	80,21
7	<i>The personnel has a positive effect on the level of customer satisfaction</i>	7	10	25	65	80	77,54
8	<i>Quality of service has a positive impact on the level of consumer confidence</i>	2	10	15	70	90	85,56
9	<i>Level of customer satisfaction has a positive impact on the level of loyalty</i>	6	5	10	36	130	88,77
10	<i>Level of consumer confidence has a positive impact on the level of loyalty</i>	10	9	18	40	110	80,21
11	<i>Visitors are attracted to the parking lot and construction of the facility's exterior</i>	7	30	80	40	30	37,43
12	<i>Visually appealing dining influences the choice of venue</i>	7	20	90	40	30	37,43
13	<i>Employees who are clean, tidy and properly dressed earn more tips</i>	22	15	80	30	40	37,43
14	<i>Interior decor affects the image and price range of the establishment</i>	17	30	50	40	50	48,13
15	<i>Beautifully folded menu speeds up the choice of dishes</i>	17	60	50	30	30	32,09
16	<i>Institution personnel who can fully answer your questions encourage you to buy</i>	7	50	60	40	30	37,43
17	<i>Location influences the choice of restaurant</i>	32	15	60	50	30	42,78
18	<i>Level of professional training of service personnel influences the frequency of visiting the institution</i>	27	30	60	40	30	37,43
19	<i>Price of a dish does not always indicate its quality</i>	12	25	60	40	50	48,13
20	<i>Loyalty system (cards, bonuses) influences the choice of an institution to visit</i>	2	15	40	80	50	69,52
21	<i>Satisfied consumer leaves more tips</i>	10	20	80	40	37	41,18
22	<i>Service at the restaurant business enterprises influences the level of its competitiveness</i>	7	10	20	30	120	80,21
23	<i>Quality of the provided service (product) at the restaurant business enterprises influences the level of its competitiveness</i>	10	12	20	15	130	77,54

End of the table. B.5

1	2	3	4	5	6	7	8
24	<i>Price of the provided service (product) at the restaurant business enterprises influences the level of its competitiveness</i>	5	17	10	70	90	85,56
25	<i>Atmosphere at a restaurant business enterprises influences the level of its competitiveness</i>	5	12	20	90	60	69,52
26	<i>Personnel at the restaurant business enterprises influences the level of its competitiveness</i>	7	10	10	90	70	85,56
27	<i>Consumer commitment to a particular institution enhances its competitive position</i>	4	13	20	50	100	80,21
28	<i>Consumer confidence in a particular institution affects its level of competition</i>	9	8	20	90	60	80,21
29	<i>Image of a restaurant business enterprises directly affects its competitive position</i>	3	9	25	60	90	74,87
30	<i>Quality of service affects the number of visits</i>	7	10	30	50	90	74,87
<i>Total points</i>		283	512	1092	1573	2151	1980
<i>Alpha Cronbach's coefficient</i>							0,8

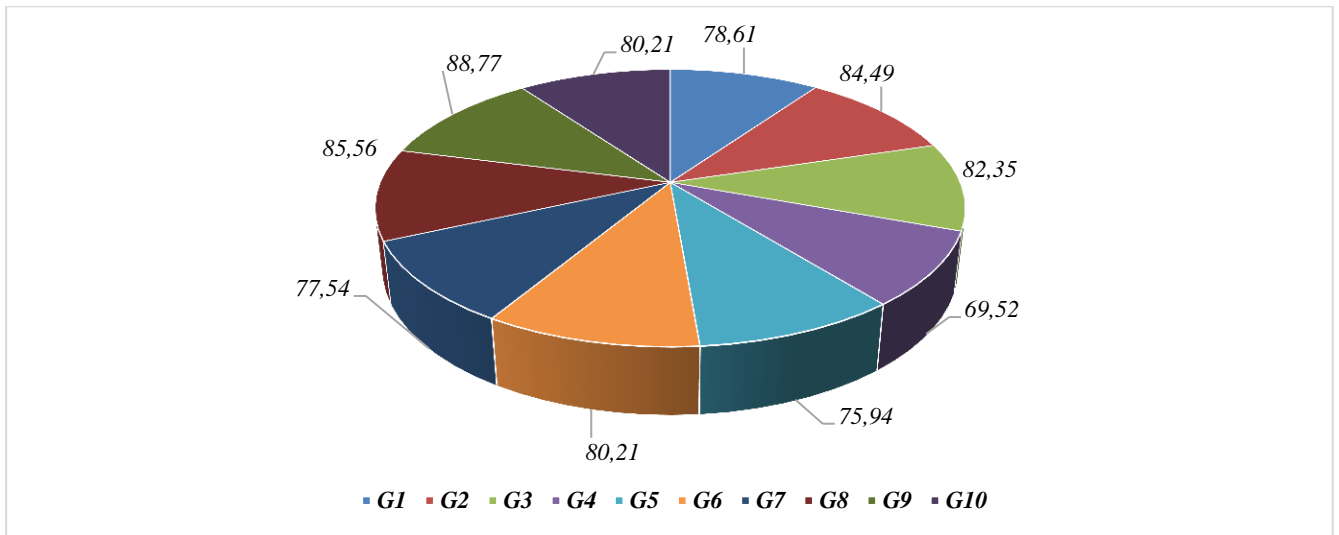


Figure. B.1. Expert evaluation results on identifying determinants of consumer loyalty assessment, %

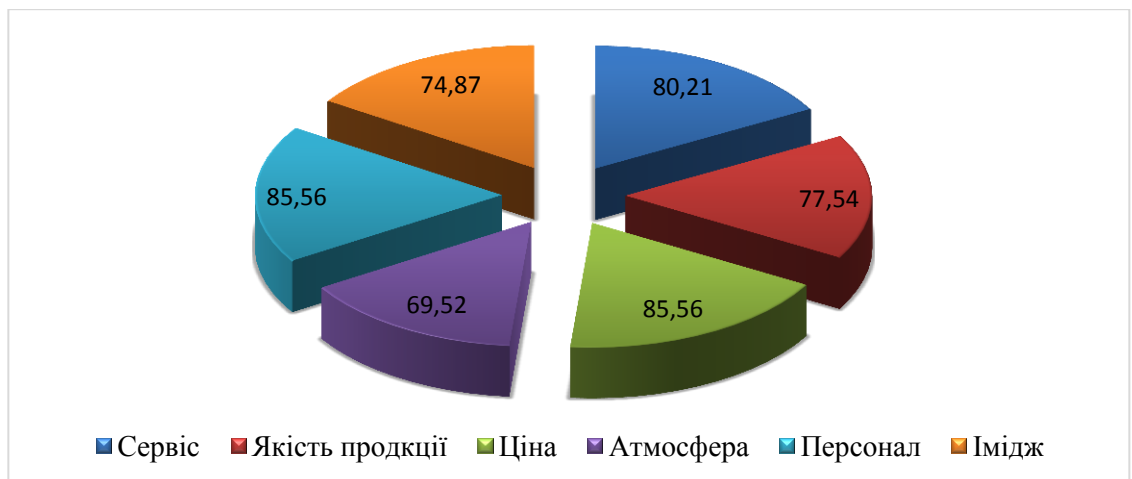


Figure. B.2. The results of the peer review on identifying factors that affect the competitiveness of restaurant businesses enterprises, %

Table B.6

Results of the statistical validity of the results of the study

Index	Acceptable index value range	Resulting value
χ^2	$\chi^2/df < 3$	2,14
P- value	P<0,05	0,0001
Coefficient of the mean square approximation	<0,08	0,064
Suitability index	>0,9	0,92
Adjusted suitability index	>0,9	0,93
Normalized suitability index	>0,9	0,94

Table B.7

Results of testing the feasibility of hypotheses regarding the formation of consumer loyalty for restaurant businesses enterprises

Hypothesis	Coefficient origin	Результат
G ₁ : quality of service has a positive effect on customer satisfaction	0,58	accepted
G ₂ : price positively influences the level of consumer satisfaction	0,45	accepted
G ₃ : quality of service has a positive effect on consumer satisfaction	0,51	accepted
G ₄ : atmosphere of the restaurant business enterprises has a positive effect on the level of consumer satisfaction	0,33	accepted
G ₅ : image of the restaurant business enterprises has a positive effect on the level of consumer confidence	0,55	accepted
G ₆ : service has a positive effect on the level of consumer confidence	0,48	accepted
G ₇ : persjnnel has a positive effect on the level of consumer satisfaction	0,31	accepted
G ₈ : quality of service has a positive impact on consumer confidence	0,05	not accepted
G ₉ : level of customer satisfaction has a positive impact on the level of loyalty	0,89	accepted
G ₁₀ : consumer confidence has a positive impact on loyalty	0,69	accepted

APPENDIX C

Strategic analysis of the external environment of the enterprise

Table C.1

Methods of strategic analysis of the external environment of the enterprise

Direction of strategic analysis	Methods of analysis	Characteristic of the method
Strategic analysis of the enterprise macro environment	STEP/ PEST (STEEP PESTLE, STEEPLE, ETOM, GETS, QUEST TEMPLES) - analysis	used as a tool for macroeconomic analysis of the external environment of the enterprise and its possible resources. The technique is followed by the use of a matrix
	Model GETS	The model provides for the evaluation of four groups of external pressure forces: Government; Economy; Tehnology; Society. GETS- analysis identifies problems that reduce the market potential of the business and impede its liquidity. The GETS model mainly analyzes external factors that are systematic or uncontrolled within the following subsystems: - political, administrative-legal, budgetary, regulatory, tax; - economic, financial, credit; - technological (cost of building materials and works, new materials and technologies); - public requirements and expectations, consumer behavior, demand standards, changing preferences.
	Analysis of opportunities and threats	The method allows to summarize the situation in the enterprise and in the market, to see the chances and threats helps by identifying the weaknesses and strengths of the enterprise and its competitors. The process of such analysis covers three stages: identification of strengths and weaknesses; identifying the chances and threats and reflecting them in terms of the weaknesses and strengths of the enterprise; search for opportunities to act on the boundaries of the relevant characteristics of the enterprise and its competitors.
	Method of compiling the environment profile	This method expertly assesses the relative importance of each individual environmental factor to the enterprise. The evaluation is carried out in a special table. Experts give each of the factors in the context of all environments a certain scale, namely "importance to the industry", "impact on the enterprise", "focus of influence", "the degree of significance of the factor for the enterprise". Thus, making the profile of the environment, making a gradation of factors of importance for the enterprise, selects the most significant opportunities and threats to the environment and the strengths and weaknesses of the internal

	SPACE- analysis	The analysis allows to evaluate the position of the company in the market, to analyze a number of characteristics of the enterprise activity and to determine the optimal strategy. The basis of the method of analysis is modeling based on expert judgment. When using SPACE-analysis, four groups of criteria for assessing the activity of the enterprise should be identified and an integrated assessment should be made: financial environment, competitiveness of the enterprise, attractiveness of the industry, stability of the environment.
	Метод «5x5»	The method involves five questions about environmental factors: 1. If you have information on five environmental factors, name at least 5 of them. 2. What are the five environmental factors that pose the greatest danger to you? 3. What are five factors you know about your competitors' plans? 4. If you have already identified the direction of the strategy, what are the five factors that should be critical to achieving your goals? 5. Name five exterior spaces that include the potential for change that might be beneficial to you. In order to provide accurate answers to each of the five questions, it is necessary to collect already existing information about the enterprise environment and to try to predict its future state. <i>The disadvantage of this method</i> is that this analysis does not give a complete picture of environmental factors and requires great planning and forecasting skills, identifying only the most significant elements of the environment.
	List of 4 questions and the «Probability – Impact» matrix	The method involves both macro and microenvironmental analysis and includes the main criteria for assessing the impact of each significant environmental factor on the future of the enterprise: 1. How (positively or negatively) can this factor affect the status of the organization? 2. What is the likelihood of an increase in this factor, can it be traced? 3. How significant is the impact of the factor on the organization? 4. When can the impact of this factor on the organization diminish? Soon? IN the medium term? After a long time? Environmental analyst JH Wilson suggested a better understanding of the issue the matrix "Probability of reinforcement of factor - influence of factors on the enterprise" which is not not only does it complement the 'List of 4 questions' but also allows us to quantify the impact factors of the organizational environment on the activities of the organization. If, according to the matrix, the value of the factor is high, it should be given special attention when strategy development.

Strategic analysis of the industry	M. Porter's five forces model	The model identifies five forces that determine the level of competition and the attractiveness of doing business in a particular industry. The attractiveness of the industry, in this context, is related to sufficient profitability of the industry. An "unattractive" industry is one in which the combination of forces reduces profitability. The "most unattractive" is an industry that is approaching perfect competition. Porter's five forces analysis includes three forces of "horizontal" competition: the threat of substitute products, the threat of new players, the level of competition, and both forces of "vertical" competition: market power of suppliers and market power of consumers.
	Bowman's Strategic Clock	The corporate strategy model extends Porter's three positions to eight, explaining the concepts of "price" and "acceptable value", as well as identifying the likelihood of success for each strategy. The overall strategies proposed in this model are based on the principle that businesses are gaining competitive advantage by providing their customers with a higher quality product or at a lower cost. Each arrow on this clock indicates a particular strategy. Namely: No excesses - this strategy is only applicable to individual segments. Low Price - the danger of a price war and low profits; to follow this strategy you need to be the leader in cost (have a minimum cost to competitors) Hybrid strategy - low cost and differentiation at the same time Differentiation - Higher perceived consumer value, higher market share (No margin); - Perceived consumer value is high enough for consumers to bear an increased price (With a margin). Focused differentiation - Higher perceived cost per segment, allowing margin to be used Increased price / standard cost - Higher revenue if competitors do not follow the same strategy; risk of losing market share Increased price / low cost - Only allowed in a monopoly situation Low Consumer Cost / Standard Price - Loss of market share Strategic Clock allows you to identify the main competitive strategies, as well as their possible changes in time.
	K. Coyne Industry Analysis Model	The model is a convenient tool for analyzing the internal organizational structure and principles of the company. The model analyzes the 7 key elements of an organization's micro-environment and draws conclusions about how well the business processes within the company are built and streamlined, how effectively the available resources are used. It helps in improving the internal business processes of an enterprise of any size, increase the productivity of the enterprise, predict the possible consequences of the planned changes in the organizational structure, properly merge departments and conduct mergers of enterprises, determine the best way to implement the strategy of enterprise development.

<p>Strategic analysis of competitors</p>	<p>Map of competitors' strategic groups</p>	<p>The map provides an opportunity to schematically depict on a two-dimensional plane the structure of the industry in the context of groups of competing companies that have close positions in the market and compete with each other on the basis of the same competitive advantages and the same methods, implementing similar strategies using similar resources. Enterprises belonging to one strategic group may have the following affinities: comparable product nomenclature; the same types of distribution channels; a similar degree of vertical integration; similar service and technical assistance provided to buyers; the use of virtually identical qualities and characteristics of products in relation to related types and needs of customers; heavy use of advertising in the media; dependence on identical technical approaches; same prices and quality of products. The closer the parameters are to competing firms, the more closely they should study their activities, since they are their main competitors.</p>
	<p>Analysis of competitors on four portdiagnostic components of M. Porter</p>	<p>The analysis consists of summarizing information into four elements: goals for the future, current strategies, ideas about the capabilities and capabilities of competitors. The idea of allocating strategic groups of competitors, and in fact, their segmentation makes the process of competition manageable. This approach is useful in cases where each of the competitors clearly occupies a position on the market and operates its own ways of working with consumers. To analyze the competitive position of the company, you can offer the following algorithm: 1) identification of the main competitors of the organization; 2) selection of major market segments in which competition is taking place; 3) identifying the nature of competition in this market segment; 3) identifying the overall trends in the competitive position of the organization in these market segments; 4) parametric analysis of the organization and competitors.</p>
	<p>Competitive market map</p>	<p>Competition card is a classification of competitors according to the position they occupy in the market. A competitive market map is constructed using two indicators: company market share and market share dynamics. The distribution of market share makes it possible to distinguish a number of standard states of enterprises in the market: market leaders; enterprises with a strong competitive position; enterprises with weak competitive position; market outsiders. To determine the degree of change in the competitive position distinguish the typical state of the enterprise according to the dynamics of its market share: enterprises with rapidly growing competitive position; enterprises with an improving competitive position; enterprises with a deteriorating competitive position; businesses with a rapidly deteriorating competitive position.</p>

Continuation of the table C 1.

	Matrix of competitors comparison	The essence of the method is to focus on positioning existing types of business on the matrix of market development of goods, identifying the ideal set of these types of business and developing ways of forming such an ideal set. The position of each type of business is determined by the degree of development of its market and its effectiveness in relation to competitors. Depending on the stage of product market development, different strategies are chosen.
	Competitors profile	This method is based on identifying the competitiveness criteria of a product or enterprise as a whole, establishing a hierarchy of criteria identified and building polygons of competitiveness. This methodology does not contain simple and unambiguous criteria for assessing competitiveness, but is based on the use of indirect generalized indicators (competence vectors).
	Scheme of the power of rivals	Competition analysis helps the company to calculate the number of competitors in the market (many of them or the market is monopolized), identify the most serious of them and form competitive strategies to interact with them, taking into account the data of the competitive environment analysis.
	Strategic analysis of consumers	It is the collection and dissemination of market information about existing and potential consumers and their needs. Consumer analysis includes both quantitative data (demographics, satisfaction, competitiveness) and qualitative data (consumer information, behaviors, focus group results).
	Cluster analysis	Analysis is a multidimensional statistical procedure that collects data that contains information about a sample of objects and then organizes the objects into relatively homogeneous groups. The main purpose of cluster analysis is to divide a large number of objects and features into homogeneous groups or clusters. This means that the task of grouping data and identifying the appropriate structure in it is solved.
	Perception map	Perception card is a product positioning tool designed to visualize the proximity between goods or segments, measured in terms of psychological factors, which uses the method of multidimensional scaling of consumer preferences and perception. Perception cards provide a schedule of attitude to the product. When using this method, consumers answer questions about the product based on their own experience of using it and their opinion of what it should be like. The answers are plotted, the results used to improve and develop products.

Ending of the table C 1.

	<p>Method of benefits</p>	<p>An assessment of the competitiveness of an enterprise is a comparison of its characteristics, properties or brands of goods, which are compared with similar indicators of priority competitors (those that occupy the best positions in a given market) in order to identify those that create advantages of the enterprise over competitors in any field of activity. It should be understood that there are external and internal competitive advantages. External competitive advantage is based on the excellent quality of the product, which creates value for the buyer by reducing its costs or increasing its efficiency. It increases the "market power" of an enterprise so that it can force the market to accept a higher sales price than its competitors. Internal competitive advantage is the cost or management advantage of an enterprise that creates value for the commodity producer, allowing it to lower its cost more than the priority competitor.</p>
	<p>Analysis of competitors D. Hassi</p>	<p>The competitor analysis based on D.Hassi's approach includes the following steps: image of an industry map; identification of the main characteristics of competitors; identifying competitors' businesses; building competitive advantage. Important to analyze the characteristics of competitors are: financial results; product analysis; marketing and sales; sources of competitive advantage; the importance of this activity for the whole group; volume of international operations; key factors; explicit strategy; strengths and weaknesses; organization philosophy; personnel policy; rating on critical success factors.</p>

Table C.2

Average expert assessments of PEST -factors and results of statistical analysis
of consistency of opinions of experts

Group	Indicator for evaluation	Average rating (\bar{C}_i)	Dispersion average grade (σ_i^2)	standard deviation ($\tilde{\sigma}_{Ci}$)	Coefficient of variation (CV), %	Kendel's coefficient of concordance (W)	Pearson's criterion (χ^2) $\chi^2 p = 0,105$	Coefficien of significance factor (ω_i)
Political and legal (P)	P ₁	8,41	1,46	1,208	14,36%	0,691	0,169	0,026
	P ₂	7,97	1,29	1,135	14,24%	0,621	0,157	0,025
	P ₃	7,82	1,26	1,121	14,33%	0,598	0,157	0,024
	P ₄	8,90	0,88	0,940	10,57%	0,774	0,197	0,028
	P ₅	8,18	1,26	1,121	13,70%	0,654	0,150	0,026
	P ₆	7,41	1,67	1,292	17,44%	0,537	0,220	0,023
	P ₇	6,77	0,92	0,959	14,16%	0,448	0,132	0,021
	P ₈	8,51	1,20	1,097	12,89%	0,708	0,138	0,027
	P ₉	8,62	0,93	0,963	11,18%	0,725	0,105	0,027
	P ₁₀	8,28	1,42	1,191	14,38%	0,670	0,167	0,026
Economic (E)	E ₁	8,51	0,89	0,942	11,07%	0,708	0,102	0,027
	E ₂	8,56	0,73	0,852	9,95%	0,717	0,183	0,027
	E ₃	9,05	0,73	0,857	9,47%	0,801	0,179	0,028
	E ₄	6,82	1,15	1,073	15,73%	0,455	0,164	0,021
	E ₅	6,59	0,93	0,966	14,65%	0,424	0,138	0,021
	E ₆	8,31	0,90	0,950	11,44%	0,674	0,106	0,026
	E ₇	8,41	1,30	1,141	13,56%	0,691	0,151	0,026
	E ₈	8,38	0,98	0,990	11,81%	0,687	0,114	0,026
	E ₉	6,44	1,62	1,273	19,78%	0,405	0,245	0,020
	E ₁₀	7,54	2,15	1,466	19,45%	0,555	0,278	0,024
	E ₁₁	8,64	1,13	1,063	12,31%	0,760	0,128	0,027
	E ₁₂	8,82	0,73	0,854	9,69%	0,760	0,181	0,028
Socio-cultural (S)	S ₁	8,59	0,88	0,938	10,92%	0,721	0,106	0,027
	S ₂	8,77	0,87	0,931	10,61%	0,752	0,196	0,027
	S ₃	8,74	0,83	0,910	10,40%	0,747	0,192	0,027
	S ₄	9,10	0,52	0,718	7,89%	0,810	0,155	0,029
	S ₅	7,85	1,45	1,204	15,34%	0,602	0,180	0,025
	S ₆	8,21	1,17	1,080	13,17%	0,658	0,139	0,026
	S ₇	7,85	1,45	1,204	15,34%	0,602	0,180	0,025
	S ₈	8,36	0,87	0,932	11,14%	0,683	0,101	0,026
	S ₉	7,67	1,23	1,108	14,45%	0,574	0,156	0,024
	S ₁₀	8,10	0,99	0,995	12,27%	0,642	0,119	0,025
	S ₁₁	6,74	0,77	0,880	13,05%	0,444	0,112	0,021
Technological (T)	T ₁	7,15	1,92	1,387	19,38%	0,500	0,262	0,022
	T ₂	8,26	1,09	1,044	12,65%	0,666	0,129	0,026
	T ₃	8,56	0,94	0,968	11,30%	0,717	0,107	0,027
	T ₄	8,77	0,81	0,902	10,29%	0,752	0,129	0,027
	T ₅	6,51	1,89	1,374	21,10%	0,405	0,282	0,020
	T ₆	6,15	0,92	0,961	15,61%	0,464	0,146	0,019
	T ₇	6,87	1,27	1,128	16,42%	0,461	0,180	0,022

APPENDIX D

Assessment of the level of instability of environmental factors

Table D.1

Assessment of the level of instability of environmental factors [22, c.318]

Conditions Charac- teristic	Stability	Response to problems	Prediction	Research	Art
commonality of events	Usual within extrapolation		Surprisingly, it has an analogy with the past		All of a sudden for the first time
Rate of change	Slower than the enterprise reaction	Levels with the reaction of the enterprise		Rather than the reaction of the company	
Predictability of the future	By analogy with the past	By extrapolation		Predicted problems and new opportunities	
	1	2	3	4	5
	The instability scale				

QUESTIONNAIRE

survey of restaurant busines enterprises in Kharkiv region

Seeker Department of Economics and Management

Kharkiv State University of Food and Trade conducts research on the state and characteristics of the external environment of the restaurant industry. Please answer this questionnaire. The results of the study will only be used for scientific purposes.

1. Please specify the legal form of your company:

- Public Company
- private joint stock company
- limited liability company
- private enterprise
- another form of ownership _____

2. Specify how old is the restaurant business enterpris?

- less than 1 year
- from 1 to 3 years
- from 3 to 5 years
- more than 5 years

3. Does the company have a strategic development plan?

- Yes
- No

4. Does the company have a competitive strategy?

- Yes
- No

5. Assess the dynamics of environmental change over the last three years

- the changes are significant and dynamic
- the changes are significant, but they happen gradually
- changes are minor and rarely occur

6. Assess the impact of environmental changes on your business over the last three years

- the impact is significant
- changes affect the enterprise in part
- the impact is negligible

7. Describe the impact of environmental factors on your business

Factors	Threat (-)	Possibility (+)	The degree of influence (1-10)	Importance

Factors	Threat (-)	Possibility (+)	The degree of influence (1-10)	Importance
Political and legal (P)				
P1 – the political situation in the country				
P2 – the resilience of political power and government				
P3 – military conflict				
P4 – state legislative regulation of activity of the restaurant business enterprises				
P5 - state regulation of competition				
P6 is the legal basis of the complex of relationships between partners in the restaurant business				
P7 - legal regulation of labor activity				
P8 - State and regional measures to provide financial support to small and medium-sized enterprises				
P9 - Discipline of the regime of control of the activity of the enterprises of the restaurant industry in compliance with the sanitary requirements and technical norms and rules in force DSTU, GOST, TU and penalties				
P10 is a level of bureaucracy and corruption				
Economic (E)				
E1 is the economic situation in the country				
E2 is the employment rate of the population				
E3 is the level of income of the population				
E4 - currency exchange rate dynamics				
E5 is the inflation rate				
E6 is the level of development of financial infrastructure				
E7 is the size of interest rates				
E8 is a tax system				
E9 - customs rates				
E10 - tariffs for utilities and electricity				
E11 is a favorable investment climate in the restaurant business				
E12 - regional business support preferences				
Socio-cultural (S)				
S1 - social standards and basic values of the population				
S2 - consumer sentiment				
S3 is the purchasing power of the population				
S4 is the pace of life of the population				
S5 - migration rate and immigration sentiment				
S6 - population growth rate				
S7 is the age and age structure of the region's population				
S8 is the level of education of the population				
S9 - Consumer priorities for forms and places of recreation				
S10 - Highlights in nutrition priorities				
S11 - Relation to foreign food				
Technological (T)				
T1 - state and sectoral funding for research and development				
T2 is the level of development of innovative forms of service				
T3 - process automation, application of modern equipment (mechanical, thermal, refrigeration)				

Factors	Threat (-)	Possibility (+)	The degree of influence (1-10)	Importance
T4 - the development of advanced technology for the production of restaurant products based on new technology				
T5 - information and communication technologies for receiving and processing consumer orders				
T6 is the level of computerization of operating process control systems				
T7 - development of technologies of processing of raw materials and semi-finished products				

8. Rate on a scale of 0 to 10 the characteristics of individual environmental factors

Group of factors	Uncertainty	Mobility	Complexity
Political and Legal (P)			
Economic (E)			
Socio-cultural (S)			
Technological (T)			

9. Monitoring environmental factors and assessing the impact of their impact on your business

- is carried out
- carried out from time to time
- not done at all

Thank you for your answers and cooperation!

APPENDIX J

Assessment of the external environment of functioning of the enterprises of the restaurant business enterprises of Kharkiv region

Table J.1

The results of the expert evaluation of the characteristics of the external environment of the functioning of the restaurant business enterprises of Kharkiv region

Experts	PEST factors												Market factors								
	Political and Legal (P)			Economic (E)			Socio-Cultural (S)			Technological (T)			Consumers			Suppliers			Competitors		
	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1	9	8	7	10	9	8	6	5	7	5	6	5	7	9	7	8	8	6	8	9	10
2	10	9	7	10	9	8	6	5	7	4	6	5	6	9	5	7	7	6	8	9	10
3	8	8	8	9	8	8	7	6	8	5	5	4	5	8	8	8	7	5	7	8	8
4	9	7	8	9	9	7	6	4	6	5	6	5	7	8	7	6	7	6	9	8	8
5	10	8	7	10	8	7	5	5	7	5	6	5	6	10	8	8	8	6	8	7	9
6	8	7	8	9	7	8	7	6	7	4	5	5	7	7	7	7	7	7	7	8	10
7	9	8	9	10	8	9	6	5	8	4	6	6	6	6	7	7	9	7	7	9	9
8	10	8	8	8	7	8	5	6	8	5	5	4	7	7	8	6	6	5	6	8	10
9	7	7	7	9	8	7	6	7	7	3	6	5	8	7	5	8	6	6	6	9	9
10	8	7	8	9	9	8	6	5	8	5	7	6	6	8	8	7	8	7	8	8	10
11	9	8	7	8	8	10	7	6	6	4	5	6	8	8	7	8	7	5	7	7	10
12	10	7	7	10	7	9	6	7	6	5	6	5	7	10	8	8	8	6	9	8	9
13	10	8	7	10	7	8	6	6	8	4	5	4	8	7	6	7	7	7	8	9	10
14	7	6	9	9	8	7	6	8	7	5	6	7	6	6	5	8	7	6	7	9	8
15	8	8	7	8	7	6	7	7	9	6	5	5	8	8	7	7	8	6	7	8	9
16	9	7	9	10	8	7	7	5	8	5	6	6	7	10	7	6	6	5	9	7	10
17	10	8	9	9	8	8	5	6	7	5	5	5	7	8	8	6	8	7	6	8	8

Continuation of the table.J. 1

Experts	PEST factors												Market factors								
	Political and Legal (P)			Economic (E)			Socio-Cultural (S)			Technological (T)			Consumers			Suppliers			Competitors		
	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity	Uncertainty	Mobility	Complexity
18	8	6	10	9	9	7	6	5	8	6	7	6	8	8	7	7	7	8	8	9	9
19	7	5	8	8	9	7	6	7	9	5	5	6	9	7	7	8	8	6	9	8	8
20	10	7	9	10	8	6	5	6	8	7	6	7	9	9	6	6	8	5	7	7	9
21	9	8	8	8	9	7	7	5	7	5	5	5	8	7	6	8	7	7	8	8	8
22	9	7	9	9	10	6	7	5	6	6	7	5	8	8	5	5	6	5	8	9	9
23	10	8	10	9	8	8	6	5	8	5	5	5	7	8	8	6	8	6	6	8	8
24	8	7	9	8	9	7	7	6	7	4	6	6	6	7	6	7	7	4	6	8	8
25	9	8	8	10	8	8	6	5	8	5	5	5	8	7	5	8	8	8	8	9	7
26	9	7	7	9	7	7	5	7	6	5	4	6	8	9	5	6	8	7	9	9	9
27	7	8	8	8	8	6	7	6	8	5	5	5	9	8	7	8	7	5	7	8	8
28	8	7	9	9	10	8	5	8	7	4	6	5	9	7	6	6	6	6	6	9	9
29	10	8	7	9	7	7	6	5	9	5	5	5	7	8	5	7	6	5	6	7	8
30	9	6	8	8	8	7	7	7	8	6	4	6	6	9	5	8	7	7	7	8	9
31	8	5	7	9	8	8	6	6	7	5	7	5	8	8	6	6	7	7	7	8	8
32	9	8	8	8	7	6	6	7	7	5	5	5	6	7	5	6	8	5	8	9	7
33	10	7	7	8	9	8	7	6	6	5	6	5	7	8	7	7	8	6	9	9	8
34	8	8	9	7	8	7	8	5	7	6	5	5	6	8	6	7	7	5	8	7	8
35	10	6	9	9	7	8	8	7	8	5	6	5	8	7	5	6	6	7	7	8	10
36	10	8	8	9	10	9	7	5	6	5	4	5	6	6	6	5	6	6	8	8	10
37	9	9	7	10	9	8	6	8	6	6	6	4	8	8	7	6	9	5	9	9	9
38	10	8	8	9	8	7	5	6	7	5	7	5	7	7	6	6	8	4	7	9	8
39	9	9	10	9	7	6	6	7	8	6	5	4	8	7	8	7	7	5	8	10	7
<i>Average rating</i>	8,90	7,41	8,08	8,95	8,15	7,46	6,23	5,97	7,31	5,00	5,56	5,21	7,23	7,79	6,46	6,87	7,26	5,95	7,51	8,28	8,74
<i>Mean square deviation</i>	0,995	0,966	0,957	0,793	0,904	0,942	0,810	1,013	0,893	0,761	0,821	0,732	1,038	1,031	1,097	0,923	0,850	0,999	0,997	0,759	0,938
<i>Coefficient of variation, %</i>	11,2	13,0	11,8	8,9	11,1	12,6	13,0	17,0	12,2	15,2	14,7	14,1	14,4	13,2	17,0	13,4	11,7	16,8	13,3	9,2	10,7

Factors	Expert assessments																																							Total score	Average rating (C)		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42		
S ₉	7	7	8	8	8	9	8	7	7	8	9	9	8	7	6	8	7	8	9	10	9	8	7	8	9	9	5	6	8	9	7	6	8	7	8	7	8	7	6	8	6	299	7,67
S ₁₀	8	8	9	9	8	9	7	6	8	9	8	9	8	7	9	8	9	7	7	6	7	7	9	8	7	7	8	9	9	8	10	9	8	7	9	8	9	10	8	316	8,10		
S ₁₁	7	6	7	5	6	8	7	5	6	5	6	8	7	6	7	8	6	7	7	8	6	6	7	8	7	8	7	6	7	7	7	6	7	8	7	6	8	7	6	263	6,74		
Technological (T)																																								0			
T ₁	7	5	6	7	8	6	8	7	7	6	5	4	8	7	7	9	7	6	10	6	7	9	10	8	9	6	7	7	6	5	8	7	7	8	9	7	6	9	8	279	7,15		
T ₂	8	7	7	7	8	8	9	9	8	7	8	9	10	9	8	7	8	10	9	8	7	10	9	8	8	7	9	9	10	9	8	7	6	8	7	9	10	9	8	322	8,26		
T ₃	9	8	7	9	8	8	9	10	9	8	9	10	9	10	9	8	9	8	8	7	9	9	8	10	9	8	9	10	7	8	6	9	8	7	9	8	10	9	9	334	8,56		
T ₄	10	9	9	#	9	8	8	9	9	10	10	9	8	9	8	10	8	8	9	9	9	10	10	9	8	9	8	7	9	10	8	8	9	8	7	7	8	9	10	342	8,77		
T ₅	6	5	8	7	6	5	7	5	6	4	5	6	8	7	6	5	4	6	7	5	6	7	7	6	8	9	6	10	8	9	6	7	5	6	8	7	7	6	8	254	6,51		
T ₆	6	7	7	6	5	6	5	8	6	7	5	6	8	7	6	7	5	4	6	6	7	5	6	6	7	6	6	5	7	6	7	5	6	7	8	6	5	7	5	240	6,15		
T ₇	8	8	7	8	7	6	8	7	8	6	5	8	6	8	5	6	5	6	6	7	8	6	8	7	6	7	8	5	6	8	7	8	8	7	6	8	9	5	6	268	6,87		

Table J.2

PEST-analysis of the external environment of restaurants business enterprises in
Kharkiv region

Events / Factors	Threat (-)	Possibility (+)	Degree of influence (1-10)	Weight	Weighted assessment
Political and legal (P)					
P1 - the political situation in the country	-		8,41	6,35	-53,41
P2 - the resilience of political power and government		+	7,97	5,41	43,14
P3 - a military conflict	-		7,82	6,37	-49,82
P4 - the state legislative regulation of the activity of the restaurants		+	8,90	7,12	63,35
P5 - state regulation of competition		+	8,18	6,17	50,47
P6 - the legal basis of the complex of relationships between partners in the restaurant business		+	7,41	5,12	37,94
P7 - legal regulation of labor activity		+	6,77	7,84	53,07
P8 - State and regional measures to provide financial support to small and medium-sized enterprises		+	8,51	8,45	71,93
P9 - Discipline of the regime of control of the activity of the enterprises of the restaurant industry in compliance with the sanitary requirements and technical norms and rules in force DSTU, GOST, TU and penalties		+	8,62	9,65	83,14
P10 - a level of bureaucracy and corruption	-		8,28	8,64	-71,56
<i>Weighing political and legal factors</i>					228,26
Economic (E)					
E1 - the economic situation in the country	-		8,51	9,1	-77,47
E2 - the employment rate of the population	-		8,56	8,52	-72,97
E3 - the level of income of the population	-		9,05	9,63	-87,16
E4 - currency exchange rate dynamics	-		6,82	7,31	-49,86
E5 - the inflation rate	-		6,59	8,64	-56,94
E6 - the level of development of financial infrastructure		+	8,31	7,27	60,40
E7 - the size of interest rates	-		8,41	6,48	-54,50
E8 - a tax system	-		8,38	8,91	-74,71
E9 - customs rates	-		6,44	6,54	-42,09
E10 - tariffs for utilities and electricity	-		7,54	9,12	-68,75
E11 - a favorable investment climate in the restaurant business		+	8,64	9,65	83,39
E12 - regional business support preferences		+	8,82	9,74	85,91
<i>Weighted assessment of economic factors</i>					-354,74
Socio-cultural (S)					
S1 - social standards and basic values of the population		+	8,59	8,94	76,79
S2 - consumer sentiment		+	8,77	9,12	79,98
S3 - the purchasing power of the population	-		8,74	9,72	-84,99
S4 - the level of economic activity of the population		+	9,10	8,21	74,73
S5 - migration rate and immigration sentiment	-		7,85	7,31	-57,36

Ending of the table.J.2

Events / Factors	Threat (-)	Possibility (+)	Degree of influence (1-10)	Weight	Weighted assessment
S6 - population growth		+	8,21	6,54	53,66
S7 - the age and age structure of the region's population		+	7,85	7,19	56,41
S8 - the level of education of the population		+	8,36	7,15	59,77
S9 - consumer priorities for forms and places of recreation		+	7,67	8,94	68,54
S10 - highlights in nutrition priorities		+	8,10	9,15	74,14
S11 - relation to foreign food		+	6,74	7,12	48,01
<i>Weighted assessment of socio-cultural factors</i>					
Technological (T)					449,69
T1 - state and sectoral funding for research and development		+	7,15	9,5	67,96
T2 - the level of development of innovative forms of service		+	8,26	9,7	80,09
T3 - process automation, application of modern equipment (mechanical, thermal, refrigeration)		+	8,56	8,54	73,14
T4 - the development of advanced technology for the production of restaurant products based on new technology		+	8,77	9,12	79,98
T5 - information and communication technologies for receiving and processing consumer orders		+	6,51	9,67	62,98
T6 - the level of computerization of operating process control systems		+	6,15	8,15	50,15
T7 - development of technologies of processing of raw materials and semi-finished products		+	6,87	9,12	62,67
<i>Weighted assessment of technological factors</i>					476,97

APPENDIX E

Diagnostics of competitive potential of restaurant business enterprises

Table E.1

Analysis of structuring of competitive potential of the enterprise

Specific manifestations of competitive potential	Representation of competitive potential in the works of leading specialists												Level of agreement of opinions, %
	Zavialova P.S	Voronkova A.E.	Yerokhina D.V., Halushko D.V.	Ivanova M.I., Lievina O.V., Mykhalska V.A.	Кирча I.M.	Yuldasheva O.U	Andriieva A.H	Savienkova I.V., Kulsh M.I	Medvedieva O.M., Baranov a A.V.	Salikhova Ya.Iu., Havrylova M.A., Arienko va I.A	Semenko S.V	Hrosul V.A., Afanasieva M.V.	
1	2	3	4	5	6	7	8	9	10	11	12	13	14
production	+	+	+		+			+	+				50,00
financial	+	+	+	+				+	+				50,00
scientific and technical	+												8,33
working	+	+			+								25,00
administrative		+			+								16,67
marketing		+			+	+		+	+	+		+	58,33
innovative		+	+		+	+			+	+			50,00
communicative		+											8,33
motivational		+											8,33
market			+			+				+			25,00
sales			+										8,33
organizational			+	+					+				25,00
social			+										8,33
commercial				+									8,33
material				+									8,33
informative				+	+								16,67
human				+									8,33
entrepreneurial				+								+	16,67
financial and economic				+	+		+						25,00
resource						+				+			16,67
creative						+				+			16,67
market							+						8,33

Continuation of the table E.1

1	2	3	4	5	6	7	8	9	10	11	12	13	14
scientific and technical							+		+				16,67
organizational and managerial							+						8,33
property								+					8,33
logistic								+					8,33
personnelling								+	+				16,67
innovative and technological								+					8,33
information and communication								+					8,33
innovative and educational									+				8,33
commercial											+	+	16,67
technological											+		8,33
consumer											+		8,33
communicative											+		8,33
image											+		8,33
technical and technological												+	8,33
client												+	8,33
<i>Total</i>	4	8	7	8	7	5	4	8	8	5	5	5	

Table E.2

A system of indicators for assessing the components of the competitive potential of restaurant business enterprises

Local components of competitive potential (KP)	Name of indicator	Calculation formula	Legend
Financial potential (FP)	FP ₁ - Profitability of implementation,%	$FP_1 = \frac{R}{D}$	R - net profit; D - net sales revenue
	FP ₂ - Turnover based on 1 seat, thousand UAH.	$FP_2 = \frac{T}{M}$	M – the number of seats of a restaurant; T - commodity circulation
	FP ₃ - Autonomy coefficient, coef.	$FP_3 = \frac{VK}{K}$	VK - equity; K – balance (line 640 of form 1)
	FP ₄ - Profitability of private capital, %	$FP_4 = \frac{R}{VK}$	VK - equity; R - net profit
	FP ₅ - Overall liquidity ratio, coef.	$FP_5 = \frac{OA}{PZ}$	OA - current assets; PZ - current liabilities
Production potential (VP)	VP ₁ - Profitability of production, %	$VP_1 = \frac{VP}{VV}$	VP - gross profit from sales (works, services); VV - production costs of products sold (its production cost)
	VP ₂ - Cost share in the turnover of the restaurant business, coefficient.	$VP_2 = \frac{VR}{T}$	VR – cost of sales; T - commodity circulation
	VP ₃ - Production defect ratio, coef.	-	Expert rating from 1 to 5
	VP ₄ - Coefficient of production reserve, coef.	$VP_4 = \frac{VZ}{D}$	VZ - amount of production facilities of the enterprise; D - net sales revenue
	VP ₅ - Profitability of fixed assets, %	$VP_5 = \frac{R}{OZ}$	VZ – amount of fixed assets of the enterprise; R - net profit
Marketing potential (MP)	MP ₁ - Return on sales costs,%	$MP_1 = \frac{R}{ZV}$	ZV - selling expenses; R - net profit
	MP ₂ - Consumer satisfaction index of food quality, coef.	-	Expert rating from 1 to 5
	MP ₃ - Share of regular customers, coef.	$MP_3 = \frac{PK}{VK}$	PK – number of regular customers in the period i; VK - the number of total customers in the period and;
	MP ₄ - Complexity factor of additional services, the coefficient.	-	Expert rating from 1 to 5

Continuation of the table E 2

Local components of competitive potential (KP)	Name of indicator	Calculation formula	Legend
	MP ₅ - Uniqueness coefficient of the assortment menu, the coef.	-	Expert rating from 1 to 5
	MP ₆ - Coefficient of stability of the product range	-	Expert rating from 1 to 5
Інноваційний потенціал (IP)	IP ₁ - Level of implementation of organizational and managerial innovations, coef.	-	Expert rating from 1 to 5
	IP ₂ - Innovation index of technologies for distribution and provision of finished products (electronic menu, touchpad, LED notification technology, etc.), coef.	-	Expert rating from 1 to 5
	IP ₃ - Innovation index of communication technologies (which provide new opportunities for receiving and processing consumer orders using internet technologies), coef.	-	Expert rating from 1 to 5
	IP ₄ - Innovation index of restaurant cooking technologies, coef.	-	Expert rating from 1 to 5
	IP ₅ - Innovation index of technological and thermal equipment (steam boilers, sprays, etc.), for cooking, coef.	-	Expert rating from 1 to 5
	IP ₆ - Index of innovativeness of customer service forms (catering, vending, foodstuffs, food courts, open kitchen », etc.), coef.	-	Expert rating from 1 to 5
Technical and technological (TTP)	TTP ₁ - Coefficient of applicability of fixed assets, coef.	-	Expert rating from 1 to 5
	TTP ₂ - Fixed assets upgrade coefficient, coef.	$TTP_2 = \frac{OZn}{OZk} * 100$	OZn - the amount of new fixed assets at initial value put into operation in the reporting period; OZk - the amount of fixed assets at initial value at the end of the reporting period

Local components of competitive potential (KP)	Name of indicator	Calculation formula	Legend
	TTP ₃ - Coefficient of technical weapons of labor, the coef.	$TTP_3 = \frac{OZ}{L}$	L - average number of production personnel; OZ - total value of fixed assets
	TTP ₄ - Commodity circulation per 1 m ² of retail space of the restaurant business enterprise	$TTP_4 = \frac{T}{W}$	T – commodity circulation; W – size of retail space, m ²
	TTP ₅ - Coefficient of loading of service channels, coef.	-	Expert rating from 1 to 5
Client potential (OP)	OP ₁ - Capacity of restaurant business enterprise, coef.	-	Expert rating from 1 to 5
	OP ₂ - Coefficient intensity of flow of consumers, coef.	$OP_2 = NG * (Gmax + \frac{S}{NG} * U)$	S - average number of visitors per day, people; NG - number of visitors for one hour of the heaviest period of work, people; Gmax - number of hours of busy period, hours; U - the number of hours remaining, h.
	OP ₃ - Service efficiency index, coef.	-	Expert rating from 1 to 5
	OP ₄ - Consumer satisfaction index with quality of service, coef.	-	Expert rating from 1 to 5
	OP ₅ - Comfort level of consumption of culinary products and services, coef.	-	Expert rating from 1 to 5

QUESTIONNAIRE

to determine the weight of partial and generic indicators of the system for assessing the level of realization of competitive potential

Dear Respondent _____!

We ask you to participate in the expert evaluation of determining the weight of partial and generic indicators of the system for assessing the level of competitive potential realization and to fill in the tables of significance in the overall assessment (Table E.3.1) and the table of significance of partial indicators in each block of local components of competitive potential. 3.2-3.3.8).

The purpose of the questionnaire is to determine the weighting of the coefficients for the indicators of competitive potential assessment using the method of paired comparisons using expert estimates.

The questionnaire lists six major assessment groups: financial, marketing, production, innovation, technical and organizational capacity. Considering the importance of each partial evaluation indicator as well as the generalizing local potentials, compare the estimated indicators in pairs (indicators are provided separately). That is, when filling in the matrices, answer the question: which of the two benchmarks (or groups of indicators) is more important or has a greater impact on the level of realization of competitive potential (points, for presentation are given in Table E.3.1).

Table E.3.1

The hierarchy analysis method scale relation [172]

Degree of importance	Definition	Rationale
1	2	3
1	Equal importance	Two actions contribute equally to the goal
3	Some advantage of importance of one action over another (low significance)	Experience and judgment give little advantage to one action over another
5	Significant or strong importance	Experience and judgment strongly favor one action over another
7	Very strong or obvious importance	Advantage of one action over another is very strong. Its predominance is almost obvious
9	Absolutely importance	Testimony in favor of one action over another is far more convincing
2,4,6,8	Intermediate values between adjacent scale values	A situation where a compromise solution is needed
Reciprocal of the numbers above	If the action <i>i</i> comparison with action <i>j</i> is attributed to one of the numbers above, then the action <i>j</i> compared to action <i>i</i> attributed the opposite value	Reasonable assumption
Rational values	Relationships that occur on a given scale	If you agree, then <i>n</i> is required to obtain the matrix numeric values

Table E.3.2

Matrix of paired comparisons to evaluate the weight of local components of the competitive potential of restaurant business enterprises

		Competitive potential					
		FP	VP	MP	IP	OP	TTP
Competitive potential	FP	1					
	VP	X	1				
	MP	X	X	1			
	IP	X	X	X	1		
	OP	X	X	X	X	1	
	TTP	X	X	X	X	X	1

Table E.3.4

Matrix of paired comparisons to evaluate the weight of partial indicators of financial potential to assess the impact on the competitive potential of restaurant business enterprises

		Financial potential				
		FP ₁	FP ₂	FP ₃	FP ₄	FP ₅
Financial potential	FP ₁	1				
	FP ₂	X	1			
	FP ₃	X	X	1		
	FP ₄	X	X	X	1	
	FP ₅	X	X	X	X	1

Table E.3.5

Matrix of paired comparisons to evaluate the weight of partial indicators of marketing potential to evaluate the impact on the competitive potential of restaurant business enterprises

		Marketing potential					
		MP ₁	MP ₂	MP ₃	MP ₄	MP ₅	MP ₆
Marketing potential	MP ₁	1					
	MP ₂	X	1				
	MP ₃	X	X	1			
	MP ₄	X	X	X	1		
	MP ₅	X	X	X	X	1	
	MP ₆	X	X	X	X	X	1

Table E.3.3

Matrix of paired comparisons to evaluate the weight of partial performance indicators for assessing the impact on the restaurant industry's competitive potential

		Production potential				
		VP ₁	FP ₂	FP ₃	FP ₄	FP ₅
Production potential	VP ₁	1				
	VP ₂	X	1			
	VP ₃	X	X	1		
	VP ₄	X	X	X	1	
	VP ₅	X	X	X	X	1

Table E.3.6

Matrix of paired comparisons to evaluate the weight of partial indicators of innovation potential for assessing the impact on the competitive potential of restaurant business enterprises

		Innovative potential					
		IP ₁	IP ₂	IP ₃	IP ₄	IP ₅	IP ₆
Innovative potential	IP ₁	1					
	IP ₂	X	1				
	IP ₃	X	X	1			
	IP ₄	X	X	X	1		
	IP ₅	X	X	X	X	1	
	IP ₆	X	X	X	X	X	1

Table E.3.7

Matrix of paired comparisons to evaluate the weight of partial indicators of organizational capacity to assess the impact on the competitive potential of restaurant businesses enterprises

		Organizational capacity				
		OP ₁	OP ₂	OP ₃	OP ₄	OP ₅
Organizational capacity	OP ₁	1				
	OP ₂	X	1			
	OP ₃	X	X	1		
	OP ₄	X	X	X	1	
	OP ₅	X	X	X	X	1

Table E 3.8

Matrix of paired comparisons for estimating the weight of partial indicators of technical and technological potential for assessing the impact on the competitive potential of restaurant business enterprises

		Technical and technological potential				
		TTP ₁	TTP ₂	TTP ₃	TTP ₄	TTP ₅
Technical and technological potential π	TTP ₁	1				
	TTP ₂	X	1			
	TTP ₃	X	X	1		
	TTP ₄	X	X	X	1	
	TTP ₅	X	X	X	X	1

Thank you for your participation!

Table E.4

Baseline data to evaluate the competitive potential of restaurants

Legend	Years	LLC Familiiia	LLC «Lux Servis Plus»	LLC «Interfud-Kharkiv»	LLC «Kardym»	LLC «APT Ексно»	PP «Firma «Romul 4»
1	2	3	4	5	6	7	8
FP ₁	2015	0,943	2,057	1,621	2,884	16,957	3,953
	2016	1,705	2,056	2,015	3,095	17,090	6,276
	2017	6,531	2,451	1,634	1,558	19,178	1,662
FP ₂	2015	3,710	14,843	118,420	6,241	2,524	23,276
	2016	5,182	23,679	173,304	12,832	3,654	30,180
	2017	8,666	26,108	195,866	14,297	4,233	40,084
FP ₃	2015	9,744	0,941	4,135	0,691	0,682	0,985
	2016	11,661	0,937	3,655	0,533	1,437	0,978
	2017	9,190	0,931	2,935	0,428	0,536	0,958
FP ₄	2015	0,005	0,017	0,017	0,018	0,803	0,026
	2016	0,011	0,028	0,029	0,044	0,256	0,050
	2017	0,079	0,039	0,027	0,026	0,475	0,017
FP ₅	2015	1,325	2,076	2,474	1,085	0,366	2,686
	2016	1,273	2,123	2,003	1,149	0,330	1,851
	2017	1,146	2,069	1,477	2,072	0,309	2,003
VP ₁	2015	78,881	244,419	-6,859	-28,295	437,647	14,390
	2016	70,546	191,695	30,343	12,265	620,724	27,611
	2017	103,938	215,379	24,296	10,342	762,426	15,343
VP ₂	2015	0,003	0,007	0,011	1,395	0,003	1,000
	2016	1,005	0,730	0,518	0,891	0,915	0,999
	2017	866,520	213,872	129,558	0,906	179,964	1,000
VP ₃	2015	0,060	0,040	0,020	0,070	0,060	0,030
	2016	0,040	0,030	0,020	0,060	0,010	0,050
	2017	0,030	0,050	0,030	0,050	0,020	0,030
VP ₄	2015	17,392	1,653	14,543	0,995	1,356	2,631
	2016	16,757	3,078	10,114	1,068	0,561	2,491
	2017	14,077	2,959	8,335	1,021	0,444	3,374
VP ₅	2015	7,332	2,134	13,389	32,006	319,767	3,887
	2016	23,266	3,469	27,891	124,436	502,347	8,261
	2017	183,766	5,011	30,303	136,112	55,618	2,759

Table E.4

Legend	Years	LLC Familiaa	LLC «Lux Servis Plus»	LLC «Interfud-Kharkiv»	LLC «Kardym»	LLC «APT Ekono»	PP «Firma «Romul 4»
1	2	3	4	5	6	7	8
MP ₁	2015	4,219	17,709	3,775	5,170	190,311	11,303
	2016	7,267	14,993	6,566	8,687	276,724	20,021
	2017	33,299	19,327	5,077	4,296	413,496	4,791
MP ₂	2015	8,950	4,320	6,840	6,520	8,120	4,150
	2016	8,640	5,840	5,420	7,320	7,650	5,180
	2017	9,350	6,050	6,180	6,460	8,740	5,650
MP ₃	2015	0,640	0,590	0,620	0,420	0,710	0,460
	2016	0,760	0,610	0,640	0,430	0,720	0,470
	2017	0,790	0,620	0,690	0,450	0,740	0,510
MP ₄	2015	3,900	3,700	3,700	3,100	3,600	2,900
	2016	4,700	3,800	3,900	3,200	4,900	3,700
	2017	5,000	4,900	4,700	4,200	5,000	4,300
MP ₅	2015	18,784	7,493	14,056	1,316	66,066	7,612
	2016	31,176	11,815	17,001	2,376	39,708	12,770
	2017	120,000	14,642	10,833	1,123	47,014	4,139
MP ₆	2015	0,645	0,632	0,645	0,412	0,596	0,549
	2016	0,798	0,687	0,616	0,501	0,774	0,514
	2017	0,967	0,818	0,804	0,816	0,822	0,929
IP ₁	2015	0,887	0,712	0,618	0,836	0,564	0,772
	2016	0,798	0,687	0,616	0,501	0,774	0,514
	2017	0,967	0,818	0,804	0,816	0,822	0,929
IP ₂	2015	0,645	0,632	0,645	0,412	0,596	0,549
	2016	0,874	0,621	0,521	0,832	0,521	0,782
	2017	0,871	0,657	0,621	0,824	0,587	0,786
IP ₃	2015	0,215	0,185	0,198	0,321	0,224	0,235
	2016	0,245	0,165	0,214	0,235	0,238	0,198
	2017	0,324	0,157	0,321	0,324	0,246	0,214
IP ₄	2015	0,874	0,621	0,521	0,832	0,521	0,782
	2016	0,871	0,657	0,621	0,824	0,587	0,786
	2017	0,887	0,712	0,618	0,836	0,564	0,772
IP ₅	2015	0,645	0,632	0,645	0,412	0,596	0,549
	2016	0,887	0,712	0,618	0,836	0,564	0,772
	2017	0,887	0,712	0,618	0,836	0,564	0,772
IP ₆	2015	4,500	3,800	2,800	3,200	3,600	2,600
	2016	4,900	4,700	2,700	3,600	4,600	3,800
	2017	5,000	4,800	3,300	4,300	4,900	4,200
TTP ₁	2015	0,700	0,780	0,630	0,650	0,780	0,790
	2016	0,720	0,710	0,730	0,720	0,800	0,810
	2017	0,780	0,790	0,780	0,800	0,810	0,830
TTP ₂	2015	0,300	0,220	0,370	0,350	0,220	0,210
	2016	0,280	0,290	0,270	0,280	0,200	0,190
	2017	0,220	0,210	0,220	0,200	0,190	0,170
TTP ₃	2015	10,229	66,302	12,153	8,271	4,914	69,612
	2016	9,492	65,039	11,179	5,700	5,809	76,420
	2017	7,700	60,668	10,154	3,408	75,030	80,467
TTP ₄	2015	3,710	14,843	118,420	6,241	2,524	23,276
	2016	5,182	23,679	173,304	12,832	3,654	30,180
	2017	8,666	26,108	195,866	14,297	4,233	40,084
TTP ₅	2015	0,559	0,290	1,074	1,395	0,223	0,874
	2016	0,586	0,343	0,767	0,891	0,154	0,784
	2017	0,490	0,317	0,805	0,906	0,116	0,867
OP ₁	2015	0,798	0,687	0,616	0,501	0,774	0,514
	2016	0,967	0,818	0,804	0,816	0,822	0,929
	2017	0,871	0,657	0,621	0,824	0,587	0,786
OP ₂	2015	0,324	0,157	0,321	0,324	0,246	0,214
	2016	0,874	0,621	0,521	0,832	0,521	0,782
	2017	0,871	0,657	0,621	0,824	0,587	0,786
OP ₃	2015	4,500	4,800	3,300	3,200	3,400	4,100
	2016	4,800	4,700	4,400	4,100	3,500	4,200
	2017	5,000	4,500	4,800	4,300	4,000	4,700
OP ₄	2015	4,800	4,700	4,400	4,100	3,500	4,200
	2016	4,500	4,800	3,300	3,200	3,400	4,100
	2017	0,790	0,620	0,690	0,450	0,740	0,510
OP ₅	2015	4,600	3,800	3,300	3,900	3,700	3,700
	2016	4,600	4,800	3,900	4,600	4,300	4,200
	2017	4,600	5,000	4,800	4,800	4,600	4,700

Table E.5

Baseline data to calculate the competitive potential of a cafes

Legend	Years	LLC «Ritordo»	LLC «Bruskerdo»	LLC «Restoratsiia nomer odyn»	LLC «Brinprofit»	LLC «Dzhi eich Interneshenel»
FP ₁	2015	1,284	1,756	0,797	2,457	6,456
	2016	1,900	1,747	1,444	3,855	0,355
	2017	1,341	0,100	3,068	4,743	0,336
FP ₂	2015	32,567	19,362	40,546	43,947	82,400
	2016	40,185	45,790	46,658	70,863	135,060
	2017	45,422	62,024	74,471	107,294	166,900
FP ₃	2015	0,142	0,263	0,684	0,661	0,965
	2016	0,380	0,442	0,607	0,372	0,930
	2017	0,367	0,423	0,622	0,417	0,878
FP ₄	2015	0,227	0,095	0,034	0,182	0,177
	2016	0,153	0,102	0,067	0,316	0,016
	2017	0,108	0,008	0,185	0,370	0,018
FP ₅	2015	1,230	2,300	1,366	0,456	2,217
	2016	1,286	3,067	1,142	0,431	1,556
	2017	1,149	0,330	1,477	2,072	1,074
VP ₁	2015	200,688	301,036	255,428	384,838	5,263
	2016	157,120	208,475	169,080	268,995	37,929
	2017	119,333	135,367	125,301	275,887	35,207
VP ₂	2015	0,017	0,025	0,011	0,036	0,076
	2016	3,275	3,197	0,604	5,801	2,448
	2017	369,854	291,788	53,893	221,020	91,580
VP ₃	2015	0,060	0,040	0,040	0,060	0,050
	2016	0,020	0,030	0,040	0,060	0,030
	2017	0,070	0,060	0,060	0,040	0,020
VP ₄	2015	2,075	0,660	3,578	1,945	7,831
	2016	2,581	1,637	3,108	1,356	8,844
	2017	2,540	2,550	3,951	1,397	9,702
VP ₅	2015	8,712	15,858	3,669	63,851	39,060
	2016	20,619	22,485	8,711	232,887	3,524
	2017	23,911	2,445	34,423	498,880	4,112
MP ₁	2015	9,653	17,606	7,080	29,787	16,990
	2016	12,215	13,473	9,715	35,558	1,225
	2017	7,353	0,588	17,279	44,567	1,134
MP ₂	2015	3,010	3,150	1,680	2,030	1,890
	2016	2,850	3,080	2,010	2,360	2,150
	2017	3,430	3,520	2,360	2,050	2,180
MP ₃	2015	0,430	0,330	0,450	0,380	0,410
	2016	0,460	0,350	0,470	0,420	0,470
	2017	0,450	0,380	0,460	0,440	0,510
MP ₄	2015	2,600	1,700	2,800	3,700	2,800
	2016	2,900	1,800	3,500	4,700	2,700
	2017	2,700	2,500	3,900	4,800	3,700
MP ₅	2015	5,127	2,977	6,485	14,835	34,059
	2016	8,072	5,646	7,730	12,343	2,775
	2017	4,781	0,384	17,477	15,937	2,817
MP ₆	2015	0,028	0,025	0,025	0,016	0,012
	2016	0,017	0,018	0,032	0,018	0,024
	2017	0,027	0,012	0,035	0,021	0,032
IP ₁	2015	0,563	0,621	0,632	0,645	0,815
	2016	0,017	0,018	0,032	0,018	0,024
	2017	0,027	0,012	0,035	0,021	0,032
IP ₂	2015	0,028	0,025	0,025	0,016	0,012
	2016	0,594	0,612	0,559	0,637	0,624
	2017	0,611	0,618	0,621	0,641	0,722
IP ₃	2015	0,214	0,187	0,132	0,137	0,219
	2016	0,243	0,163	0,125	0,145	0,325
	2017	0,314	0,215	0,134	0,218	0,212
IP ₄	2015	0,594	0,612	0,559	0,637	0,624
	2016	0,611	0,618	0,621	0,641	0,722
	2017	0,563	0,621	0,632	0,645	0,815
IP ₅	2015	0,028	0,025	0,025	0,016	0,012
	2016	0,563	0,621	0,632	0,645	0,815
	2017	0,563	0,621	0,632	0,645	0,815
IP ₆	2015	2,700	2,900	3,600	4,200	4,800
	2016	3,800	2,700	4,800	4,700	3,600
	2017	3,600	2,800	3,800	4,900	4,700

Ending of table E.5

Legend	Years	LLC «Ritordo»	LLC «Bruskerdo»	LLC «Restoratsiia nomer ody»	LLC «Brinprofit»	LLC «Dzhi eich Interneshenel»
TTP ₁	2015	0,540	0,580	0,680	0,800	0,700
	2016	0,820	0,790	0,780	0,790	0,780
	2017	0,820	0,810	0,790	0,770	0,870
TTP ₂	2015	0,460	0,420	0,320	0,200	0,300
	2016	0,180	0,210	0,220	0,210	0,220
	2017	0,180	0,190	0,210	0,230	0,130
TTP ₃	2015	13,895	5,642	16,835	9,108	12,382
	2016	9,700	5,930	13,589	5,864	12,161
	2017	17,513	9,754	23,967	1,700	6,743
TTP ₄	2015	32,567	19,362	40,546	43,947	82,400
	2016	40,185	45,790	46,658	70,863	135,060
	2017	45,422	62,024	74,471	107,294	166,900
TTP ₅	2015	0,333	0,249	0,281	0,206	0,950
	2016	0,389	0,324	0,372	0,271	0,725
	2017	0,456	0,425	0,444	0,266	0,740
OP ₁	2015	0,017	0,018	0,032	0,018	0,024
	2016	0,027	0,012	0,035	0,021	0,032
	2017	0,611	0,618	0,621	0,641	0,722
OP ₂	2015	0,314	0,215	0,134	0,218	0,212
	2016	0,594	0,612	0,559	0,637	0,624
	2017	0,611	0,618	0,621	0,641	0,722
OP ₃	2015	3,900	3,800	4,300	4,000	4,600
	2016	4,200	4,100	4,800	4,100	4,900
	2017	4,300	3,200	4,700	4,300	4,800
OP ₄	2015	4,200	4,100	4,800	4,100	4,900
	2016	3,900	3,800	4,300	4,000	4,600
	2017	0,450	0,380	0,460	0,440	0,510
OP ₅	2015	4,100	1,900	3,100	3,300	3,100
	2016	4,100	2,800	4,700	4,600	3,600
	2017	3,100	2,800	4,800	4,700	3,800

Table E.6

Baseline data to calculate the competitive potential for bars

Legend	Years	LLC «Matonardi»	LLC «Komunikatsii i Komfort»	LLC «Kharkiv Restoratsiia»	LLC «Krostindi»	LLC «Polendora»
FP ₁	2015	0,960	0,186	1,613	1,063	0,488
	2016	2,647	0,369	2,460	0,688	0,735
	2017	1,269	1,401	4,027	4,233	1,828
FP ₂	2015	24,293	85,940	25,748	37,802	33,547
	2016	28,960	107,978	38,334	49,422	43,565
	2017	32,565	104,642	34,120	93,746	55,496
FP ₃	2015	0,381	2,301	0,171	0,389	0,725
	2016	0,603	2,973	0,191	0,556	0,717
	2017	0,548	2,136	0,438	0,282	0,614
FP ₄	2015	0,077	0,002	0,280	0,116	0,014
	2016	0,172	0,005	0,401	0,090	0,030
	2017	0,085	0,017	0,369	0,515	0,087
FP ₅	2015	0,927	2,118	1,184	0,344	2,686
	2016	1,086	2,840	1,024	0,343	1,851
	2017	2,046	2,346	1,019	0,297	2,003
VP ₁	2015	241,199	-5,935	246,000	245,098	228,895
	2016	189,793	135,780	149,544	180,647	164,062
	2017	122,743	170,547	117,645	141,315	107,245
VP ₂	2015	0,180	0,056	0,013	0,029	0,004
	2016	4,907	5,007	6,913	2,887	0,990
	2017	137,283	86,880	74,826	159,740	245,405
VP ₃	2015	0,020	0,020	0,020	0,040	0,030
	2016	0,040	0,010	0,030	0,050	0,020
	2017	0,030	0,010	0,020	0,040	0,030
VP ₄	2015	3,524	5,256	1,505	2,059	1,169
	2016	4,656	2,630	2,048	4,404	2,047
	2017	3,546	1,563	2,997	3,038	2,410
VP ₅	2015	4,919	10,884	44,408	64,630	5,833
	2016	19,303	15,984	169,337	61,151	14,498
	2017	17,651	74,115	425,238	54,208	65,493
MP ₁	2015	8,193	0,438	13,955	9,175	4,011
	2016	19,179	2,173	15,348	4,827	4,849
	2017	7,068	9,476	21,909	25,535	9,472
MP ₂	2015	1,350	3,540	1,540	1,320	1,250
	2016	1,480	2,850	1,940	1,570	2,040
	2017	1,540	1,650	1,850	1,420	2,120
MP ₃	2015	0,680	0,490	0,690	0,570	0,560
	2016	0,720	0,530	0,780	0,610	0,590
	2017	0,740	0,570	0,810	0,630	0,620
MP ₄	2015	1,900	3,200	1,800	2,800	3,100
	2016	2,800	2,100	2,100	1,800	2,900
	2017	3,100	2,600	2,200	2,100	2,900
MP ₅	2015	7,392	0,589	5,376	4,835	1,200
	2016	22,863	1,463	8,047	5,442	2,542
	2017	6,417	3,792	16,808	19,860	5,845
MP ₆	2015	0,015	0,025	0,012	0,008	0,024
	2016	0,045	0,045	0,048	0,012	0,012
	2017	0,064	0,031	0,042	0,047	0,021
IP ₁	2015	0,681	0,571	0,738	0,784	0,625
	2016	0,045	0,045	0,048	0,012	0,012
	2017	0,064	0,031	0,042	0,047	0,021
IP ₂	2015	0,015	0,025	0,012	0,008	0,024
	2016	0,654	0,605	0,724	0,754	0,621
	2017	0,678	0,543	0,731	0,761	0,687
IP ₃	2015	0,318	0,312	0,245	0,236	0,251
	2016	0,321	0,216	0,321	0,312	0,312
	2017	0,328	0,345	0,451	0,316	0,345
IP ₄	2015	0,654	0,605	0,724	0,754	0,621
	2016	0,678	0,543	0,731	0,761	0,687
	2017	0,681	0,571	0,738	0,784	0,625
IP ₅	2015	0,015	0,025	0,012	0,008	0,024
	2016	0,681	0,571	0,738	0,784	0,625
	2017	0,681	0,571	0,738	0,784	0,625
IP ₆	2015	4,100	3,700	4,900	3,800	4,600
	2016	4,500	3,900	4,200	4,000	4,800
	2017	4,700	4,000	4,600	3,700	5,000

Ending of table E.6

Legend	Years	LLC «Matonardi»	LLC «Komunikatsii i Komfort»	LLC «Kharkiv Restoratsiia»	LLC «Krostindi»	LLC «Polendora»
TTP ₁	2015	0,700	0,710	0,640	0,640	0,640
	2016	0,790	0,820	0,830	0,790	0,790
	2017	0,820	0,840	0,820	0,800	0,810
TTP ₂	2015	0,300	0,290	0,360	0,360	0,360
	2016	0,210	0,180	0,170	0,210	0,210
	2017	0,180	0,160	0,180	0,200	0,190
TTP ₃	2015	12,936	1,885	2,764	1,481	8,121
	2016	9,929	3,192	1,810	1,390	6,389
	2017	14,050	2,060	3,000	28,154	10,650
TTP ₄	2015	24,293	85,940	25,748	37,802	33,547
	2016	28,960	107,978	38,334	49,422	43,565
	2017	32,565	104,642	34,120	93,746	55,496
TTP ₅	2015	0,293	1,063	0,289	0,290	0,304
	2016	0,345	0,424	0,401	0,356	0,379
	2017	0,449	0,370	0,459	0,414	0,483
OP ₁	2015	0,045	0,045	0,048	0,012	0,012
	2016	0,064	0,031	0,042	0,047	0,021
	2017	0,678	0,543	0,731	0,761	0,687
OP ₂	2015	0,328	0,345	0,451	0,316	0,345
	2016	0,654	0,605	0,724	0,754	0,621
	2017	0,678	0,543	0,731	0,761	0,687
OP ₃	2015	4,800	4,300	3,900	3,100	3,600
	2016	4,500	4,800	4,900	2,800	4,100
	2017	4,000	5,000	4,000	4,000	5,000
OP ₄	2015	4,500	4,800	4,900	2,800	4,100
	2016	4,800	4,300	3,900	3,100	3,600
	2017	0,740	0,570	0,810	0,630	0,620
OP ₅	2015	3,900	3,600	4,700	3,100	4,100
	2016	4,600	3,900	4,300	3,500	4,800
	2017	4,900	3,800	4,800	4,200	4,500

Table E.7

Standardized values of indicators to calculate the competitive potential of businesses
for restaurants

Legend	ε_i	β_i^N	Years	LLC Familia	LLC «Lux Servis Plus»	LLC «Interfud- Kharkiv»	LLC «Kardym»	LLC «APT Ексно»	PP «Firma «Romul 4»
FP ₁	0,311	2,84	2015	0,332	0,724	0,570	1,000	1,000	1,000
		3,03	2016	0,563	0,679	0,666	1,000	1,000	1,000
		3,46	2017	1,000	0,708	0,472	0,450	1,000	0,480
FP ₂	0,117	37,20	2015	0,100	0,399	1,000	0,168	0,068	0,626
		53,48	2016	0,097	0,443	1,000	0,240	0,068	0,564
		66,62	2017	0,130	0,392	1,000	0,215	0,064	0,602
FP ₃	0,231	0,50	2015	1,000	1,000	1,000	1,000	1,000	1,000
		0,50	2016	1,000	1,000	1,000	1,000	1,000	1,000
		0,50	2017	1,000	1,000	1,000	0,856	1,000	1,000
FP ₄	0,148	0,80	2015	0,007	0,022	0,021	0,023	1,000	0,032
		0,40	2016	0,028	0,070	0,072	0,109	0,638	0,125
		0,52	2017	0,153	0,077	0,053	0,051	0,922	0,034
FP ₅	0,193	1,50	2015	0,883	1,000	1,000	0,723	0,244	1,000
		1,50	2016	0,849	1,000	1,000	0,766	0,220	1,000
		1,50	2017	0,764	1,000	0,984	1,000	0,206	1,000
VP ₁	0,197	177,67	2015	0,444	1,000	0,000	0,000	1,000	0,081
		163,41	2016	0,432	1,000	0,186	0,075	1,000	0,169
		155,14	2017	0,670	1,000	0,157	0,067	1,000	0,099
VP ₂	0,316	0,18	2015	0,018	0,037	0,060	1,000	0,017	1,000
		2,57	2016	0,391	0,284	0,202	0,347	0,356	0,389
		195,26	2017	1,000	1,000	0,664	0,005	0,922	0,005
VP ₃	0,243	0,07	2015	0,857	0,571	0,286	1,000	0,857	0,429
		0,06	2016	0,667	0,500	0,333	1,000	0,167	0,833
		0,07	2017	0,429	0,714	0,429	0,714	0,286	0,429
VP ₄	0,135	4,50	2015	1,000	0,367	1,000	0,221	0,301	0,585
		4,50	2016	1,000	0,684	1,000	0,237	0,125	0,554
		4,50	2017	1,000	0,658	1,000	0,227	0,099	0,750
VP ₅	0,109	40,02	2015	0,183	0,053	0,335	0,800	1,000	0,097
		78,64	2016	0,296	0,044	0,355	1,000	1,000	0,105
		100,88	2017	1,000	0,050	0,300	1,000	0,551	0,027
MP ₁	0,182	21,84	2015	0,193	0,811	0,173	0,237	1,000	0,518
		28,30	2016	0,257	0,530	0,232	0,307	1,000	0,707
		39,04	2017	0,853	0,495	0,130	0,110	1,000	0,123
MP ₂	0,136	5,00	2015	1,000	0,864	1,000	1,000	1,000	0,830
		5,00	2016	1,000	1,000	1,000	1,000	1,000	1,000
		5,00	2017	1,000	1,000	1,000	1,000	1,000	1,000
MP ₃	0,146	5,00	2015	0,128	0,118	0,124	0,084	0,142	0,092
		5,00	2016	0,152	0,122	0,128	0,086	0,144	0,094
		5,00	2017	0,158	0,124	0,138	0,090	0,148	0,102
MP ₄	0,165	5,00	2015	0,780	0,740	0,740	0,620	0,720	0,580
		5,00	2016	0,940	0,760	0,780	0,640	0,980	0,740
		5,00	2017	1,000	0,980	0,940	0,840	1,000	0,860
MP ₅	0,225	12,39	2015	1,000	0,605	1,000	0,106	1,000	0,614
		11,99	2016	1,000	0,986	1,000	0,198	1,000	1,000
		18,24	2017	1,000	0,803	0,594	0,062	1,000	0,227
MP ₆	0,146	1,00	2015	0,645	0,632	0,645	0,412	0,596	0,549
		1,00	2016	0,798	0,687	0,616	0,501	0,774	0,514
		1,00	2017	0,967	0,818	0,804	0,816	0,822	0,929
IP ₁	0,20	1,00	2015	0,887	0,712	0,618	0,836	0,564	0,772
		1,00	2016	0,798	0,687	0,616	0,501	0,774	0,514
		1,00	2017	0,967	0,818	0,804	0,816	0,822	0,929
IP ₂	0,15	1,00	2015	0,645	0,632	0,645	0,412	0,596	0,549
		1,00	2016	0,874	0,621	0,521	0,832	0,521	0,782
		1,00	2017	0,871	0,657	0,621	0,824	0,587	0,786
IP ₃	0,16	1,00	2015	0,215	0,185	0,198	0,321	0,224	0,235
		1,00	2016	0,245	0,165	0,214	0,235	0,238	0,198
		1,00	2017	0,324	0,157	0,321	0,324	0,246	0,214
IP ₄	0,14	1,00	2015	0,874	0,621	0,521	0,832	0,521	0,782
		1,00	2016	0,871	0,657	0,621	0,824	0,587	0,786
		1,00	2017	0,887	0,712	0,618	0,836	0,564	0,772

Legend	ε_i	β_i^N	Years	LLC Familia	LLC «Lux Servis Plus»	LLC «Interf ud-Kharkiv»	LLC «Kardym»	LLC «APT Експо»	PP «Firma «Romul 4»
IP ₅	0,15	1,00	2015	0,645	0,632	0,645	0,412	0,596	0,549
		1,00	2016	0,887	0,712	0,618	0,836	0,564	0,772
		1,00	2017	0,887	0,712	0,618	0,836	0,564	0,772
IP ₆	0,20	5,00	2015	0,900	0,760	0,560	0,640	0,720	0,520
		5,00	2016	0,980	0,940	0,540	0,720	0,920	0,760
		5,00	2017	1,000	0,960	0,660	0,860	0,980	0,840
TTP ₁	0,28	0,80	2015	0,875	0,975	0,788	0,813	0,975	0,988
		0,80	2016	0,900	0,888	0,913	0,900	1,000	1,000
		0,80	2017	0,975	0,988	0,975	1,000	1,000	1,000
TTP ₂	0,25	0,46	2015	0,652	0,478	0,804	0,761	0,478	0,457
		0,29	2016	0,966	1,000	0,931	0,966	0,690	0,655
		0,23	2017	0,957	0,913	0,957	0,870	0,826	0,739
TTP ₃	0,14	16,03	2015	0,638	1,000	0,758	0,516	0,307	1,000
		15,22	2016	0,623	1,000	0,734	0,374	0,382	1,000
		22,19	2017	0,347	1,000	0,458	0,154	1,000	1,000
TTP ₄	0,21	1,00	2015	1,000	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000	1,000
		1,00	2017	1,000	1,000	1,000	1,000	1,000	1,000
TTP ₅	0,14	1,00	2015	0,559	0,290	1,000	1,000	0,223	0,874
		1,00	2016	0,586	0,343	0,767	0,891	0,154	0,784
		1,00	2017	0,490	0,317	0,805	0,906	0,116	0,867
OP ₁	0,121	1,00	2015	0,798	0,687	0,616	0,501	0,774	0,514
		1,00	2016	0,967	0,818	0,804	0,816	0,822	0,929
		1,00	2017	0,871	0,657	0,621	0,824	0,587	0,786
OP ₂	0,104	1,00	2015	0,324	0,157	0,321	0,324	0,246	0,214
		1,00	2016	0,874	0,621	0,521	0,832	0,521	0,782
		1,00	2017	0,871	0,657	0,621	0,824	0,587	0,786
OP ₃	0,196	5,00	2015	0,900	0,960	0,660	0,640	0,680	0,820
		5,00	2016	0,960	0,940	0,880	0,820	0,700	0,840
		5,00	2017	1,000	0,900	0,960	0,860	0,800	0,940
OP ₄	0,282	1,00	2015	1,000	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000	1,000
		1,00	2017	0,790	0,620	0,690	0,450	0,740	0,510
OP ₅	0,297	5,00	2015	0,920	0,760	0,660	0,780	0,740	0,740
		5,00	2016	0,920	0,960	0,780	0,920	0,860	0,840
		5,00	2017	0,920	1,000	0,960	0,960	0,920	0,940

Table E.8

Standardized benchmark values for competitive cafes potential

Legend	ε_i	β_i^N	Years	LLC «Ritordo»	LLC «Bruskerdo»	LLC «Restoratsiia nomer odyn»	LLC «Brinprofit»	LLC «Dzhi eich Interneshenel»
FP ₁	0,311	2,84	2015	0,452	0,618	0,280	0,865	1,000
		3,03	2016	0,628	0,577	0,477	1,000	0,117
		3,46	2017	0,388	0,029	0,887	1,000	0,097
FP ₂	0,117	37,20	2015	0,876	0,521	1,000	1,000	1,000
		53,48	2016	0,751	0,856	0,872	1,000	1,000
		66,62	2017	0,682	0,931	1,000	1,000	1,000
FP ₃	0,231	0,50	2015	0,284	0,526	1,000	1,000	1,000
		0,50	2016	0,760	0,885	1,000	0,743	1,000
		0,50	2017	0,735	0,847	1,000	0,834	1,000
FP ₄	0,148	0,80	2015	0,283	0,119	0,042	0,227	0,220
		0,40	2016	0,380	0,254	0,166	0,786	0,039
		0,52	2017	0,211	0,015	0,358	0,719	0,035
FP ₅	0,193	1,50	2015	0,820	1,000	0,911	0,304	1,000
		1,50	2016	0,857	1,000	0,761	0,287	1,000
		1,50	2017	0,766	0,220	0,984	1,000	0,716
VP ₁	0,197	177,67	2015	1,000	1,000	1,000	1,000	0,030
		163,41	2016	0,961	1,000	1,000	1,000	0,232
		155,14	2017	0,769	0,873	0,808	1,000	0,227
VP ₂	0,316	0,18	2015	0,094	0,138	0,059	0,203	0,427
		2,57	2016	1,000	1,000	0,235	1,000	0,953
		195,26	2017	1,000	1,000	0,276	1,000	0,469
VP ₃	0,243	0,07	2015	0,857	0,571	0,571	0,857	0,714
		0,06	2016	0,333	0,500	0,667	1,000	0,500
		0,07	2017	1,000	0,857	0,857	0,571	0,286
VP ₄	0,135	4,50	2015	0,461	0,147	0,795	0,432	1,000
		4,50	2016	0,574	0,364	0,691	0,301	1,000
		4,50	2017	0,564	0,567	0,878	0,310	1,000
VP ₅	0,109	40,02	2015	0,218	0,396	0,092	1,000	0,976
		78,64	2016	0,262	0,286	0,111	1,000	0,045
		100,88	2017	0,237	0,024	0,341	1,000	0,041
MP ₁	0,182	21,84	2015	0,442	0,806	0,324	1,000	0,778
		28,30	2016	0,432	0,476	0,343	1,000	0,043
		39,04	2017	0,188	0,015	0,443	1,000	0,029
MP ₂	0,136	5,00	2015	0,602	0,630	0,336	0,406	0,378
		5,00	2016	0,570	0,616	0,402	0,472	0,430
		5,00	2017	0,686	0,704	0,472	0,410	0,436
MP ₃	0,146	5,00	2015	0,086	0,066	0,090	0,076	0,082
		5,00	2016	0,092	0,070	0,094	0,084	0,094
		5,00	2017	0,090	0,076	0,092	0,088	0,102
MP ₄	0,165	5,00	2015	0,520	0,340	0,560	0,740	0,560
		5,00	2016	0,580	0,360	0,700	0,940	0,540
		5,00	2017	0,540	0,500	0,780	0,960	0,740
MP ₅	0,225	12,39	2015	0,414	0,240	0,524	1,000	1,000
		11,99	2016	0,674	0,471	0,645	1,000	0,231
		18,24	2017	0,262	0,021	0,958	0,874	0,154
MP ₆	0,146	1,00	2015	0,028	0,025	0,025	0,016	0,012
		1,00	2016	0,017	0,018	0,032	0,018	0,024
		1,00	2017	0,027	0,012	0,035	0,021	0,032
IP ₁	0,20	1,00	2015	0,563	0,621	0,632	0,645	0,815
		1,00	2016	0,017	0,018	0,032	0,018	0,024
		1,00	2017	0,027	0,012	0,035	0,021	0,032
IP ₂	0,15	1,00	2015	0,028	0,025	0,025	0,016	0,012
		1,00	2016	0,594	0,612	0,559	0,637	0,624
		1,00	2017	0,611	0,618	0,621	0,641	0,722
IP ₃	0,16	1,00	2015	0,214	0,187	0,132	0,137	0,219
		1,00	2016	0,243	0,163	0,125	0,145	0,325
		1,00	2017	0,314	0,215	0,134	0,218	0,212
IP ₄	0,14	1,00	2015	0,594	0,612	0,559	0,637	0,624
		1,00	2016	0,611	0,618	0,621	0,641	0,722
		1,00	2017	0,563	0,621	0,632	0,645	0,815
IP ₅	0,15	1,00	2015	0,028	0,025	0,025	0,016	0,012
		1,00	2016	0,563	0,621	0,632	0,645	0,815
		1,00	2017	0,563	0,621	0,632	0,645	0,815

Legend	ε_i	β_i^N	Years	LLC «Ritordo»	LLC «Bruskerdo»	LLC «Restoratsiia nomer odyn»	LLC «Brinprofit»	LLC «Dzhi eich Interneshenel»
IP ₆	0,20	5,00	2015	0,540	0,580	0,720	0,840	0,960
		5,00	2016	0,760	0,540	0,960	0,940	0,720
		5,00	2017	0,720	0,560	0,760	0,980	0,940
TTP ₁	0,28	0,80	2015	0,675	0,725	0,850	1,000	0,875
		0,80	2016	1,000	0,988	0,975	0,988	0,975
		0,80	2017	1,000	1,000	0,988	0,963	1,000
TTP ₂	0,25	0,46	2015	1,000	0,913	0,696	0,435	0,652
		0,29	2016	0,621	0,724	0,759	0,724	0,759
		0,23	2017	0,783	0,826	0,913	1,000	0,565
TTP ₃	0,14	16,03	2015	0,867	0,352	1,000	0,568	0,772
		15,22	2016	0,637	0,390	0,893	0,385	0,799
		22,19	2017	0,789	0,440	1,000	0,077	0,304
TTP ₄	0,21	1,00	2015	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000
		1,00	2017	1,000	1,000	1,000	1,000	1,000
TTP ₅	0,14	1,00	2015	0,333	0,249	0,281	0,206	0,950
		1,00	2016	0,389	0,324	0,372	0,271	0,725
		1,00	2017	0,456	0,425	0,444	0,266	0,740
OP ₁	0,121	1,00	2015	0,017	0,018	0,032	0,018	0,024
		1,00	2016	0,027	0,012	0,035	0,021	0,032
		1,00	2017	0,611	0,618	0,621	0,641	0,722
OP ₂	0,104	1,00	2015	0,314	0,215	0,134	0,218	0,212
		1,00	2016	0,594	0,612	0,559	0,637	0,624
		1,00	2017	0,611	0,618	0,621	0,641	0,722
OP ₃	0,196	5,00	2015	0,780	0,760	0,860	0,800	0,920
		5,00	2016	0,840	0,820	0,960	0,820	0,980
		5,00	2017	0,860	0,640	0,940	0,860	0,960
OP ₄	0,282	1,00	2015	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000
		1,00	2017	0,450	0,380	0,460	0,440	0,510
OP ₅	0,297	5,00	2015	0,820	0,380	0,620	0,660	0,620
		5,00	2016	0,820	0,560	0,940	0,920	0,720
		5,00	2017	0,620	0,560	0,960	0,940	0,760

Table E.9

Standardized values of indicators to calculate the competitive potential for bars

Legend	ε_i	β_i^N	Years	LLC «Matonardi»	LLC «Komunikatsii i Komfort»	LLC «Kharkiv Restoratsiia»	LLC «Krostindi»	LLC «Polendora»
FP ₁	0,311	2,84	2015	0,338	0,066	0,568	0,374	0,172
		3,03	2016	0,874	0,122	0,813	0,227	0,243
		3,46	2017	0,367	0,405	1,000	1,000	0,528
FP ₂	0,117	37,20	2015	0,653	1,000	0,692	1,000	0,902
		53,48	2016	0,542	1,000	0,717	0,924	0,815
		66,62	2017	0,489	1,000	0,512	1,000	0,833
FP ₃	0,231	0,50	2015	0,761	1,000	0,342	0,779	1,000
		0,50	2016	1,000	1,000	0,383	1,000	1,000
		0,50	2017	1,000	1,000	0,877	0,564	1,000
FP ₄	0,148	0,80	2015	0,096	0,003	0,349	0,144	0,017
		0,40	2016	0,428	0,011	1,000	0,224	0,075
		0,52	2017	0,165	0,033	0,716	1,000	0,170
FP ₅	0,193	1,50	2015	0,618	1,000	0,789	0,229	1,000
		1,50	2016	0,724	1,000	0,683	0,228	1,000
		1,50	2017	1,000	1,000	0,680	0,198	1,000
VP ₁	0,197	177,67	2015	1,000	0,000	1,000	1,000	1,000
		163,41	2016	1,000	0,831	0,915	1,000	1,000
		155,14	2017	0,791	1,000	0,758	0,911	0,691
VP ₂	0,316	0,18	2015	1,000	0,313	0,073	0,163	0,023
		2,57	2016	1,000	1,000	1,000	1,000	0,386
		195,26	2017	0,703	0,445	0,383	0,818	1,000
VP ₃	0,243	0,07	2015	0,286	0,286	0,286	0,571	0,429
		0,06	2016	0,667	0,167	0,500	0,833	0,333
		0,07	2017	0,429	0,143	0,286	0,571	0,429
VP ₄	0,135	4,50	2015	0,783	1,000	0,334	0,457	0,260
		4,50	2016	1,000	0,584	0,455	0,979	0,455
		4,50	2017	0,788	0,347	0,666	0,675	0,536
VP ₅	0,109	40,02	2015	0,123	0,272	1,000	1,000	0,146
		78,64	2016	0,245	0,203	1,000	0,778	0,184
		100,88	2017	0,175	0,735	1,000	0,537	0,649
MP ₁	0,182	21,84	2015	0,375	0,020	0,639	0,420	0,184
		28,30	2016	0,678	0,077	0,542	0,171	0,171
		39,04	2017	0,181	0,243	0,561	0,654	0,243
MP ₂	0,136	5,00	2015	0,270	0,708	0,308	0,264	0,250
		5,00	2016	0,296	0,570	0,388	0,314	0,408
		5,00	2017	0,308	0,330	0,370	0,284	0,424
MP ₃	0,146	5,00	2015	0,136	0,098	0,138	0,114	0,112
		5,00	2016	0,144	0,106	0,156	0,122	0,118
		5,00	2017	0,148	0,114	0,162	0,126	0,124
MP ₄	0,165	5,00	2015	0,380	0,640	0,360	0,560	0,620
		5,00	2016	0,560	0,420	0,420	0,360	0,580
		5,00	2017	0,620	0,520	0,440	0,420	0,580
MP ₅	0,225	12,39	2015	0,597	0,048	0,434	0,390	0,097
		11,99	2016	1,000	0,122	0,671	0,454	0,212
		18,24	2017	0,352	0,208	0,921	1,000	0,320
MP ₆	0,146	1,00	2015	0,015	0,025	0,012	0,008	0,024
		1,00	2016	0,045	0,045	0,048	0,012	0,012
		1,00	2017	0,064	0,031	0,042	0,047	0,021
IP ₁	0,20	1,00	2015	0,681	0,571	0,738	0,784	0,625
		1,00	2016	0,045	0,045	0,048	0,012	0,012
		1,00	2017	0,064	0,031	0,042	0,047	0,021
IP ₂	0,15	1,00	2015	0,015	0,025	0,012	0,008	0,024
		1,00	2016	0,654	0,605	0,724	0,754	0,621
		1,00	2017	0,678	0,543	0,731	0,761	0,687
IP ₃	0,16	1,00	2015	0,318	0,312	0,245	0,236	0,251
		1,00	2016	0,321	0,216	0,321	0,312	0,312
		1,00	2017	0,328	0,345	0,451	0,316	0,345
IP ₄	0,14	1,00	2015	0,654	0,605	0,724	0,754	0,621
		1,00	2016	0,678	0,543	0,731	0,761	0,687
		1,00	2017	0,681	0,571	0,738	0,784	0,625
IP ₅	0,15	1,00	2015	0,015	0,025	0,012	0,008	0,024
		1,00	2016	0,681	0,571	0,738	0,784	0,625
		1,00	2017	0,681	0,571	0,738	0,784	0,625

Legend	ε_i	β_i^N	Years	LLC	LLC	LLC	LLC	LLC
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				«Matonardi»	«Komunikatsii i Komfort»	«Kharkiv Restoratsiia»	«Krostindi»	«Polendora»
IP ₆	0,20	5,00	2015	0,820	0,740	0,980	0,760	0,920
		5,00	2016	0,900	0,780	0,840	0,800	0,960
		5,00	2017	0,940	0,800	0,920	0,740	1,000
TTP ₁	0,28	0,80	2015	0,875	0,888	0,800	0,800	0,800
		0,80	2016	0,988	1,000	1,000	0,988	0,988
		0,80	2017	1,000	1,000	1,000	1,000	1,000
TTP ₂	0,25	0,46	2015	0,652	0,630	0,783	0,783	0,783
		0,29	2016	0,724	0,621	0,586	0,724	0,724
		0,23	2017	0,783	0,696	0,783	0,870	0,826
TTP ₃	0,14	16,03	2015	0,807	0,118	0,172	0,092	0,507
		15,22	2016	0,652	0,210	0,119	0,091	0,420
		22,19	2017	0,633	0,093	0,135	1,000	0,480
TTP ₄	0,21	1,00	2015	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000
		1,00	2017	1,000	1,000	1,000	1,000	1,000
TTP ₅	0,14	1,00	2015	0,293	1,000	0,289	0,290	0,304
		1,00	2016	0,345	0,424	0,401	0,356	0,379
		1,00	2017	0,449	0,370	0,459	0,414	0,483
OP ₁	0,121	1,00	2015	0,045	0,045	0,048	0,012	0,012
		1,00	2016	0,064	0,031	0,042	0,047	0,021
		1,00	2017	0,678	0,543	0,731	0,761	0,687
OP ₂	0,104	1,00	2015	0,328	0,345	0,451	0,316	0,345
		1,00	2016	0,654	0,605	0,724	0,754	0,621
		1,00	2017	0,678	0,543	0,731	0,761	0,687
OP ₃	0,196	5,00	2015	0,960	0,860	0,780	0,620	0,720
		5,00	2016	0,900	0,960	0,980	0,560	0,820
		5,00	2017	0,800	1,000	0,800	0,800	1,000
OP ₄	0,282	1,00	2015	1,000	1,000	1,000	1,000	1,000
		1,00	2016	1,000	1,000	1,000	1,000	1,000
		1,00	2017	0,740	0,570	0,810	0,630	0,620
OP ₅	0,297	5,00	2015	0,780	0,720	0,940	0,620	0,820
		5,00	2016	0,920	0,780	0,860	0,700	0,960
		5,00	2017	0,980	0,760	0,960	0,840	0,900

Table E.10

The resulting matrix of pairwise comparisons to determine the weight of local components of the competitive potential of restaurant businesses enterprises

Local potentials	FP	VP	MP	IP	OP	TTP	Definition of eigenvector	Weight of the i-th component	Definition of vector priorities
FP	1	2	4	3	2	2	2,14	0,31	2,13
VP	0,50	1	3	2	3	4	1,82	0,26	1,65
MP	0,25	0,33	1	3	2	3	1,07	0,15	1,06
IP	0,33	0,50	0,33	1	3	3	0,89	0,13	0,87
OP	0,50	0,33	0,50	0,33	1	3	0,66	0,09	0,63
TTP	0,50	0,25	0,33	0,33	0,33	1	0,41	0,06	0,40
Всього							6,99	1,00	6,33
							<i>Random Index</i>		1,24
							<i>Consistency index</i>		0,067
							<i>Consistency ratio</i>		0,054

Table E.11

The resulting matrix of paired comparisons to evaluate the weight of partial indicators of financial potential to assess the impact on the competitive potential of restaurant businesses enterprises

Partial indicators FP	FP ₁	FP ₂	FP ₃	FP ₄	FP ₅	Definition of eigenvector	Weight of the i-th component	Determination of priority vector
FP ₁	1	2	0,5	3	2	1,43	0,26	1,51
FP ₂	0,50	1	2	3	2	1,43	0,26	1,42
FP ₃	2,00	0,50	1	3	1/2	1,08	0,20	1,18
FP ₄	0,33	0,33	0,33	1	1/3	0,42	0,08	0,38
FP ₅	0,50	0,50	2,00	3,00	1	1,08	0,20	1,09
Всѣго						5,45	1,00	5,59
Random Index								1,12
Consistency index								0,148
Consistency ratio								0,132

Table E.12

The resulting matrix of paired comparisons to evaluate the weight of partial indicators of marketing potential to assess the impact on the competitive potential of restaurant businesses enterprises

Partial indicators MP	MP ₁	MP ₂	MP ₃	MP ₄	MP ₅	MP ₆	Definition of eigenvector	Weight of the i-th component	Determination of priority vector
MP ₁	1	2	0,5	3	2	2	1,51	0,23	1,61
MP ₂	0,50	1	2	3	2	1/2	1,20	0,18	1,35
MP ₃	2,00	0,5	1	3	1/2	1/2	0,95	0,15	1,50
MP ₄	0,33	0,33	0,33	1	0,33	1/3	0,40	0,06	0,33
MP ₅	0,50	0,500	2,00	3	1	0,5	0,95	0,15	0,80
MP ₆	0,50	2,00	2,00	3,00	2	1	1,51	0,23	1,19
Total							6,53	1,00	6,78
Random Index								1,24	
Consistency index								0,156	
Consistency ratio								0,126	

Table E.13

The resulting matrix of pairwise comparisons to evaluate the weight of partial performance indicators for assessing the impact on the competitive potential of restaurant business enterprises

Partial indicators VP	VP ₁	FP ₂	FP ₃	FP ₄	FP ₅	Definition of eigenvector	Weight of the i-th component	Determination of priority vector
VP ₁	1	3	3	2	2	2,05	0,37	2,03
VP ₂	0,33	1	2,00	2	3	1,32	0,24	1,50
VP ₃	0,33	0,5	1	2	2	0,92	0,17	0,97
VP ₄	0,50	0,5	0,50	1	0,50	0,57	0,10	0,54
VP ₅	0,5	0,333	0,50	2	1	0,70	0,13	0,67
Total						5,56	1,00	5,71
Random Index								1,12
Consistency index								0,178
Consistency ratio								0,159

Table E.14

The resulting matrix of paired comparisons to evaluate the weight of partial indicators of innovation potential to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators IP	IP ₁	IP ₂	IP ₃	IP ₄	IP ₅	IP ₆	Definition of eigenvector	Weight of the i-th component	Determination of priority vector
IP ₁	1	2	3	4	2	2	2,14	0,30	2,09
IP ₂	0,50	1	2	3	3	4	1,82	0,26	1,61
IP ₃	0,33	0,50	1	3	2	3	1,20	0,17	1,10
IP ₄	0,25	0,33	0,33	1	3	3	0,79	0,11	0,79
IP ₅	0,50	0,33	0,50	0,33	1	3	0,66	0,09	0,63
IP ₆	0,50	0,25	0,33	0,33	0,33	1	0,41	0,06	0,40
Total							7,02	1,00	6,22
							Random Index		1,24
							Consistency index		0,045
							Consistency ratio		0,036

Table E.15

The resulting matrix of pairwise comparisons to evaluate the weight of partial indicators of organizational capacity to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators OP	OP ₁	OP ₂	OP ₃	OP ₄	OP ₅	Definition of eigenvector	Weight of the i-th component	Determination of priority vector	
OP ₁	1	2	2	3	3	2,05	0,36	1,85	
OP ₂	0,50	1	2	2	3	1,43	0,25	1,30	
OP ₃	0,50	0,50	1	2	3	1,08	0,19	0,99	
OP ₄	0,33	0,50	0,50	1	2	0,70	0,12	0,63	
OP ₅	0,33	0,50	0,33	0,50	1	0,49	0,08	0,45	
Total						5,75	1,00	5,22	
							Random Index		1,12
							Consistency index		0,055
							Consistency ratio		0,049

Table E.16

The resulting matrix of pairwise comparisons to evaluate the weight of partial indicators of technological and technological potential to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators TTP	TTP ₁	TTP ₂	TTP ₃	TTP ₄	TTP ₅	Definition of eigenvector	Weight of the i-th component	Determination of priority vector	
TTP ₁	1	2	0,5	3	2	1,43	0,27	1,51	
TTP ₂	0,50	1	2	3	2	1,43	0,27	1,41	
TTP ₃	2,00	0,50	1	3	0,5	1,08	0,20	1,20	
TTP ₄	0,33	0,33	0,33	1	0,333	0,42	0,08	0,38	
TTP ₅	0,50	0,33	2,00	3,00	1	1,00	0,19	1,05	
Всего						5,36	1,00	5,54	
							Random Index		1,12
							Consistency index		0,136
							Consistency ratio		0,121

Table E.17

Aggregated matrix of pairwise comparisons to evaluate the weight of partial indicators of financial potential to evaluate the impact on the competitive potential of restaurant business enterprises

Partial indicators FP	Value of the respondents (R)										Generalized assessment
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
FP ₁	0,36	0,28	0,29	0,31	0,29	0,27	0,32	0,34	0,35	0,3	0,311
FP ₂	0,09	0,14	0,14	0,12	0,13	0,11	0,06	0,12	0,12	0,14	0,117
FP ₃	0,25	0,22	0,22	0,21	0,25	0,27	0,24	0,2	0,22	0,23	0,231
FP ₄	0,12	0,15	0,13	0,16	0,15	0,14	0,19	0,15	0,13	0,16	0,148
FP ₅	0,18	0,21	0,22	0,2	0,18	0,21	0,19	0,19	0,18	0,17	0,193
Consistency ratio	0,07	0,06	0,03	0,02	0,09	0,09	0,05	0,05	0,04	0,07	

Table E.18

An aggregate matrix of pairwise comparisons to evaluate the weight of partial indicators of marketing potential to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators MP	Value of the respondents (R)										Generalized assessment
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
MP ₁	0,18	0,17	0,19	0,16	0,18	0,19	0,2	0,2	0,18	0,17	0,182
MP ₂	0,1	0,12	0,15	0,13	0,15	0,15	0,12	0,14	0,15	0,15	0,136
MP ₃	0,14	0,16	0,15	0,14	0,16	0,13	0,14	0,15	0,14	0,15	0,146
MP ₄	0,1	0,09	0,1	0,15	0,24	0,24	0,26	0,1	0,13	0,24	0,165
MP ₅	0,34	0,3	0,26	0,28	0,11	0,16	0,14	0,26	0,26	0,14	0,225
MP ₆	0,14	0,16	0,15	0,14	0,16	0,13	0,14	0,15	0,14	0,15	0,146
Consistency ratio	0,07	0,06	0,07	0,04	0,08	0,03	0,05	0,08	0,07	0,10	

Table E.19

Aggregated pairwise comparison matrix for estimating the weight of partial performance indicators for assessing the impact competitive potential of restaurant business enterprises

Partial indicators VP	Value of the respondents (R)										Generalized assessment
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
VP ₁	0,18	0,2	0,19	0,21	0,22	0,17	0,22	0,17	0,21	0,2	0,197
VP ₂	0,34	0,29	0,29	0,34	0,33	0,32	0,28	0,33	0,3	0,34	0,316
VP ₃	0,27	0,23	0,26	0,23	0,24	0,27	0,25	0,23	0,22	0,23	0,243
VP ₄	0,12	0,16	0,14	0,11	0,12	0,11	0,14	0,16	0,15	0,14	0,135
VP ₅	0,09	0,12	0,12	0,11	0,09	0,13	0,11	0,11	0,12	0,09	0,109
Consistency ratio	0,02	0,08	0,09	0,10	0,04	0,02	0,02	0,06	0,10	0,07	

Table E.20

Aggregated matrix of paired comparisons to evaluate the weight of partial indicators of innovation potential to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators IP	Value of the respondents (R)										Generalized assessment	
	1	2	3	4	5	6	7	8	9	10		
IP ₁	0,18	0,26	0,27	0,21	0,21	0,15	0,16	0,27	0,18	0,09	0,26	0,20
IP ₂	0,10	0,18	0,19	0,17	0,10	0,23	0,18	0,12	0,10	0,15	0,14	0,15
IP ₃	0,16	0,11	0,12	0,17	0,18	0,14	0,19	0,16	0,17	0,16	0,17	0,16
IP ₄	0,12	0,16	0,15	0,13	0,15	0,07	0,12	0,15	0,18	0,12	0,16	0,14
IP ₅	0,19	0,11	0,08	0,15	0,17	0,18	0,17	0,08	0,16	0,23	0,17	0,15
IP ₆	0,25	0,18	0,19	0,17	0,19	0,23	0,18	0,22	0,21	0,25	0,10	0,20
Consistency ratio	0,01	0,06	0,04	0,02	0,08	0,19	0,09	0,08	0,03	0,16	0,13	

Table E.21

Aggregated matrix of paired comparisons to evaluate the weight of partial indicators of organizational capacity to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators OP	Value of the respondents (R)										Generalized assessment
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
OP ₁	0,11	0,13	0,12	0,12	0,11	0,14	0,14	0,1	0,13	0,11	0,121
OP ₂	0,08	0,09	0,11	0,09	0,12	0,11	0,12	0,11	0,09	0,12	0,104
OP ₃	0,19	0,21	0,11	0,21	0,2	0,19	0,19	0,21	0,23	0,22	0,196
OP ₄	0,27	0,26	0,36	0,3	0,27	0,29	0,27	0,27	0,27	0,26	0,282
OP ₅	0,35	0,31	0,3	0,28	0,3	0,27	0,28	0,31	0,28	0,29	0,297
Consistency ratio	0,06	0,02	0,06	0,04	0,04	0,05	0,04	0,07	0,02	0,03	

Table E.22

Aggregated matrix of paired comparisons to evaluate the weight of partial indicators of technical and technological potential to assess the impact on the competitive potential of restaurant business enterprises

Partial indicators TTP	Value of the respondents (R)										Generalized assessment
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
TTP ₁	0,24	0,3	0,3	0,25	0,3	0,26	0,3	0,2	0,37	0,29	0,28
TTP ₂	0,27	0,3	0,2	0,25	0,15	0,18	0,38	0,27	0,19	0,26	0,25
TTP ₃	0,11	0,08	0,11	0,15	0,15	0,19	0,17	0,12	0,14	0,19	0,14
TTP ₄	0,23	0,17	0,22	0,21	0,28	0,26	0,15	0,27	0,17	0,14	0,21
TTP ₅	0,15	0,15	0,17	0,14	0,12	0,11		0,14	0,13	0,12	0,14
Consistency ratio	0,03	0,01	0,08	0,12	0,11	0,02	0,03	0,01	0,04	0,09	

Table E.23

Aggregated pairwise comparison matrix for assessing the weight of local structural components of the competitive potential of restaurant business enterprises

Local potentials	Value of the respondents (R)										<i>Generalized assessment</i>
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	
FP	0,24	0,3	0,25	0,15	0,05	0,16	0,3	0,15	0,17	0,23	0,20
VP	0,25	0,18	0,2	0,17	0,15	0,15	0,06	0,33	0,14	0,2	0,18
MP	0,11	0,08	0,12	0,15	0,16	0,04	0,15	0,11	0,17	0,13	0,12
IP	0,08	0,14	0,1	0,21	0,4	0,3	0,15	0,09	0,15	0,13	0,18
OP	0,13	0,1	0,11	0,17	0,07	0,17	0,17	0,12	0,2	0,18	0,14
TTP	0,19	0,20	0,22	0,15	0,17	0,18	0,17	0,20	0,17	0,13	0,18
<i>Consistency ratio</i>	0,11	0,09	0,02	0,05	0,08	0,03	0,06	0,13	0,07	0,04	

APPENDIX F

Determining the life cycle stage of restaurant business enterprises

Table F.1

Baseline data to determine the life cycle stage of restaurant businesses enterprises

Groups	Name of Company	τ^{PL}	τ^{PL}	τ^{PL}	τ^{DZ}	τ^{DZ}	τ^{DZ}
		2015	2016	2017	2015	2016	2017
Restaurants	LLC «Familiia»	490,80	643,10	1 325,00	6,80	12,10	20,90
	LLC «Lux Servis Plus»	2 001,30	2 956,70	3 387,70	209,20	114,80	161,50
	LLC «Interfud-Kharkiv»	-436,00	2 017,20	1 914,30	47,00	34,00	41,00
	LLC «Kardym»	-615,70	350,48	335,02	2 726,60	2 710	2 273,30
	LLC «ART Expo»	1 264,80	1 800,10	1 923,60	191,10	359,60	479,70
	PB «Firma «Romul 4»	146,40	326,50	266,60	4,00	15,80	170,50
Caffes	LLC «Ritordo»	1 195,50	1 350,60	1 359,20	372,50	418,10	576,70
	LLC «Bruskerdo»	726,70	1 547,30	1 783,60	457,90	408,40	426,70
	LLC «Restoratsiia nomer odyn»	1 894,00	1 905,70	2 692,10	264,10	212,80	546,40
	LLC «Brinprofit»	2 441,80	3 616,10	5 512,50	186,10	351,90	355,20
	LLC «Dzhi eich Interneshenel»	206,00	1 857,00	2 173,00	601,00	696,00	950,00
Bars	LLC «Matonardi»	1 030,40	1 138,00	1 076,70	142,50	103,00	139,20
	LLC «Komunikatsii i Komfort»	-271,10	3 109,10	3 298,20	19,00	31,10	55,70
	LLC «Kharkiv Restoratsiia»	1 189,90	1 493,20	1 198,80	446,00	606,10	521,70
	LLC «Krostindi»	1 342,40	1 590,60	2 744,90	243,50	58,20	192,30
	LLC «Polendora»	1 284,10	1 488,70	1 579,50	651,60	408,90	491,90

Table F.2

Baseline data to determine the life cycle stage of restaurant business enterprises

Groups	Name of Company	τ^{AM}	τ^{AM}	τ^{AM}	τ^H	τ^H	τ^H	τ^H
		2015	2016	2017	2014	2015	2016	2017
Restaurants	LLC «Familiia»	17,18	13,67	11,09	69,96	79,50	129,56	216,65
	LLC «Lux Servis Plus»	326,21	319,99	291,20	60,53	68,78	109,73	124,02
	LLC «Interfud-Kharkiv»	86,04	75,12	63,36	88,31	100,36	154,74	188,33
	LLC «Kardym»	16,87	9,58	4,91	80,77	91,78	229,15	297,86
	LLC «ART Expo»	8,26	7,67	90,04	81,55	92,67	170,75	217,59
	PB «Firma «Romul 4»	142,01	137,56	144,84	60,24	68,46	100,60	133,61
Caffes	LLC «Ritordo»	31,68	24,44	16,81	82,96	94,27	105,25	312,28
	LLC «Bruskerdo»	12,86	21,35	15,22	44,84	50,95	76,32	238,55
	LLC «Restoratsiia nomer odyn»	68,69	60,34	51,77	68,21	77,51	81,97	268,92
	LLC «Brinprofit»	14,21	9,85	8,57	208,24	236,64	354,31	178,82
	LLC «Dzhi eich Interneshenel»	81,72	81,72	81,72	65,92	74,91	120,59	82,62
Bars	LLC «Matonardi»	34,15	28,60	16,86	58,30	66,25	72,40	195,39
	LLC «Komunikatsii i Komfort»	8,82	14,94	11,87	96,96	110,18	138,43	109,00
	LLC «Kharkiv Restoratsiia»	7,30	4,34	2,52	66,94	76,07	124,59	316,83
	LLC «Krostindi»	3,73	3,34	43,92	79,20	90,00	123,56	360,56
	LLC «Polendora»	18,52	14,57	10,22	85,46	97,11	126,11	381,54

Table F.3

Estimated values τ^{CL} for of restaurant business enterprises

Groups	Indicators	τ_t^{CL}	τ_t^{CL}	τ_t^{CL}	τ_{t+1}^{LC} - τ_t^{LC}	τ_{t+1}^{LC} - τ_t^{LC}	τ_{t+1}^{LC} - τ_t^{LC}
	Years	2015	2016	2017	2015	2016	2017
Restaurants	LLC «Familiia»	584,98	1 090,03	2 269,18	584,98	505,05	1 179,15
	LLC «Lux Servis Plius»	2 882,62	5 410,68	4 340,20	2 882,62	2 528,06	-1 070,49
	LLC «Interfud-Kharkiv»	-344,27	3 278,51	2 456,96	-344,27	3 622,78	-821,55
	LLC «Kardym»	2 417,92	7 667,11	3 396,80	2 417,92	5 249,18	-4 270,31
	LLC «ART Expo»	1 663,81	3 993,55	3 177,22	1 663,81	2 329,74	-816,33
	PB «Firma «Romul 4»	332,28	705,15	772,91	332,28	372,86	67,77
Caffes	LLC «Ritordo»	1 817,82	2 001,88	5 793,80	1 817,82	184,06	3 791,92
	LLC «Bruskerdo»	1 360,75	2 961,22	6 956,61	1 360,75	1 600,46	3 995,40
	LLC «Restoratsiia nomer ody»	2 530,44	2 304,00	10 794,83	2 530,44	-226,44	8 490,83
	LLC «Brinprofit»	3 002,40	5 955,96	2 965,78	3 002,40	2 953,57	-2 990,19
	LLC «Dzhi eich Interneshenel»	1 009,91	4 241,39	2 195,77	1 009,91	3 231,49	-2 045,63
Bars	LLC «Matonardi»	1 371,65	1 387,36	3 326,92	1 371,65	15,71	1 939,56
	LLC «Komunikatsii i Komfort»	-276,45	3 964,23	2 650,20	-276,45	4 240,68	-1 314,03
	LLC «Kharkiv Restoratsiia»	1 867,27	3 445,16	4 381,76	1 867,27	1 577,89	936,61
	LLC «Krostindi»	1 806,40	2 267,99	8 699,58	1 806,40	461,59	6 431,60
	ТОВ «Полендора»	2 220,70	2 483,20	6 297,79	2 220,70	262,50	3 814,59

APPENDIX G

The results of the study of competitive pressure on the level of loyalty of consumers
of restaurant business enterprise

Table G.1

Questionnaire to determine the indicators of evaluationdeterminants of consumer loyalty of restaurant
business enterprise

***Dear Respondent! We are conducting a survey to develop an integrated system for assessing
consumer loyalty***

Rules for filling in the questionnaire: tick the answer you choose with the "+" mark.

*1. Select the «Product» Determination Indicators that you think should be included to assess
the level of consumer loyalty:*

- comprehensive menu
- breadth of the range of dishes
- quality of dishes
- breadth of nomenclature groups
- quality of the dishes
- sufficiency of dishes
- range updating frequency
- uniqueness of the dishes
- labor intensity of production
- environmental friendliness of food products

*2. Select the «Personnel» Determinant Indicators that you think should be included to assess
the level of customer loyalty:*

- matching the appearance of the personnel to the corporate identity of the restaurant business
enterprise
- level of professional training of service personnel
- observance by the personnel of sanitary and hygienic norms
- ability to avoid conflict situations
- mastery of service
- friendliness of the personnel
- communicative personnel
- personnel education level
- personnel ethics
- the speed of response of service personnel to customer requests
- knowledge of menu dishes, their composition

- personnel interest in the continuous improvement of their skills
- tact and correctness of service personnel

3. *Select the «Atmosphere» determinant rating indicators that you think should be included to assess consumer loyalty:*

- originality and harmony of design of halls
- stylistic unity of the equipment, utensils, cutlery
- sanitary condition of premises, cutlery, linen
- quality of music service
- microclimate (noise, lighting, temperature, sound)
- stability of the service system to the uneven flow of customers
- corporate identity (interior design, interior design)
- efficiency of table placement (comfort of rest of clients)
- noise level

4. *Select the «Service» determinant rating indicators that you think should be included to assess consumer loyalty:*

- environmental friendliness and security of additional services
- ability to anticipate customer needs
- level of innovation of technical and technological methods of service work (the presence of electronic menus, tablet screens on tables, etc.)
- level of cost of linen, uniform, aprons
- own car parking
- the availability of detergents, a way of processing dishes and cutlery
- distance from the stop
- mode of operation
- duration of service
- the speed of action of the settlement node
- level of regular customers
- complexity and uniqueness of additional services (karaoke, billiards, show programs, open kitchen, others)
- harmony between serving a dish, its aroma and taste

5. *Select the «Price» determinant rating indicators that you think should be included to assess consumer loyalty:*

- level of prices for dishes
- level of profitability for one hour per visit
- fairest of price to quality ratio

- development of a system of price discounts
- cost of ancillary services
- availability of a regular customer card
- conversion of surveyed clients into real clients
- effectiveness of marketing campaigns

6. *Select the «Image» determinant rating indicators that you think should be included to assess consumer loyalty:*

- business reputation of the restaurant business
- popularity of the restaurant business enterprise
- intensity of reports on the restaurant business enterprise in the media and the Internet
- image of products and services of the restaurant business enterprise
- level of innovation of the restaurant establishment
- reviews in the press
- identity of the institution's name
- active participation in various social events
- volume of satisfied customers
- the weight of marketing and advertising spend in total sales

Thank you for your attention!!!

Table G.2

Results of respondents' data processing regarding the inclusion of indicators in the system of assessing the level of consumer loyalty

Determinants	Indicators	Expert evaluation	Significance	Pareto group
1	2	3	4	5
Product	comprehensive menu	54	0,90	A
	breadth of the range of dishes	57	0,95	A
	quality of dishes	52	0,87	A
	breadth of nomenclature groups	11	0,18	C
	quality of the dishes	58	0,97	A
	sufficiency of dishes	48	0,80	A
	range updating frequency	22	0,37	B
	uniqueness of the dishes	51	0,85	A
	labor intensity of production	19	0,32	B
	environmental friendliness of food products	54	0,90	A
Personnel	matching the appearance of the personnel to the corporate identity of the restaurant business enterprise	58	0,97	A
	level of professional training of service personnel	60	1,00	A
	observance by the personnel of sanitary and hygienic norms	52	0,87	A
	ability to avoid conflict situations	14	0,23	C
	mastery of service	49	0,82	A
	friendliness of the personnel	51	0,85	A
	communicative personnel	57	0,95	A
	personnel education level	11	0,18	C
	personnel ethics	48	0,80	A
	the speed of response of service personnel to customer requests	49	0,82	A
	knowledge of menu dishes, their composition	53	0,88	A
	personnel interest in the continuous improvement of their skills	15	0,25	C
	tact and correctness of service personnel	48	0,80	A
Atmosphere	originality and harmony of design of halls	49	0,82	A
	stylistic unity of the equipment, utensils, cutlery	53	0,88	A
	sanitary condition of premises, cutlery, linen	57	0,95	A
	quality of music service	24	0,40	B
	microclimate (noise, lighting, temperature, sound)	57	0,95	A
	stability of the service system to the uneven flow of customers	21	0,35	B
	corporate identity (interior design)	57	0,95	A
	efficiency of table placement (comfort of rest of clients)	50	0,83	A
	noise level	23	0,38	B
Service	environmental friendliness and security of additional services	54	0,90	A
	ability to anticipate customer needs	21	0,35	B

Determinants	Indicators	Expert evaluation	Significance	Pareto group
1	2	3	4	5
	level of innovation of technical and technological methods of service work (the presence of electronic menus, tablet screens on tables, etc.)	57	0,95	A
	level of cost of linen, uniform, aprons	13	0,22	C
	own car parking	49	0,82	A
	the availability of detergents, a way of processing dishes and cutlery	13	0,22	C
	distance from the stop	48	0,80	A
	mode of operation	51	0,85	A
	duration of service	25	0,42	B
	the speed of action of the settlement node	24	0,40	B
	level of regular customers	27	0,45	B
	complexity and uniqueness of additional services (karaoke, billiards, show programs, open kitchen, etc.)	49	0,82	A
	harmony between serving a dish, its aroma and taste	21	0,35	B
Price	level of prices for dishes	57	0,95	A
	level of profitability for one hour per visit	21	0,35	B
	fairness of price to quality ratio	57	0,95	A
	development of a system of price discounts	54	0,90	A
	cost of ancillary services	14	0,23	C
	availability of a regular customer card	53	0,88	A
	conversion of surveyed clients into real clients	54	0,90	A
Image	effectiveness of marketing campaigns	55	0,92	A
	business reputation of the restaurant business	53	0,88	A
	popularity of the restaurant business enterprise	57	0,95	A
	intensity of reports on the restaurant business enterprise in the media and the Internet	12	0,20	C
	image of products and services of the restaurant business enterprise	54	0,90	A
	level of innovation of the restaurant establishment	49	0,82	A
	reviews in the press	14	0,23	C
	intensity of reports on the restaurant business enterprise in the media and the Internet	52	0,87	A
	identity of the institution's name	13	0,22	C
	active participation in various social events	48	0,80	A
volume of satisfied customers	49	0,82	A	
the weight of marketing and advertising spend in total sales	12	0,20	C	
<i>Total</i>		2612	-	-
<i>Average</i>		40,8125	-	-
<i>Coefficient of variation</i>		9,31%	-	-

Table G. 3

Baseline data for the calculation of the integral indicator of the level of loyalty of consumers of restaurant business enterprises by the determinants «Products, Personnel»

Name of the enterprise of restaurant business	Products							Personnel									
	P ₁ - complexity of the menu	P ₂ - breadth of the range of dishes	P ₃ - quality of dishes	P ₄ - quality of decoration of dishes	P ₅ - sufficiency of dishes	P ₆ - uniqueness of the dishes	P ₇ - environmental friendliness of food products	H ₁ - matching the appearance of the personnel to the corporate identity of the restaurant business	H ₂ - level of professional training of service personnel	H ₃ - observance by the personnel of sanitary and hygienic norms	H ₄ - mastery of service	H ₅ - friendly personnel	H ₆ - communication personnel	H ₇ - personellethics	H ₈ - speed of response of service personnel to customer requests	H ₉ - knowledge of menu dishes, their composition	H ₁₀ - tact and correctness of the attendant of personnel
Restaurants																	
LLC «Familiia»	3,30	4,20	4,20	4,90	3,20	4,10	4,40	3,90	4,10	4,10	4,40	3,90	3,80	4,40	4,60	4,70	3,40
LLC «Lux Servis Plus»	4,50	4,40	4,30	4,60	3,90	4,60	4,60	4,30	4,60	4,80	4,40	4,60	4,70	4,90	4,40	4,30	4,40
LLC «Interfud-Kharkiv»	4,60	4,60	4,80	4,70	4,40	4,60	4,60	4,80	4,90	4,80	4,60	4,70	4,50	4,80	4,80	4,40	4,60
LLC «Kardym»	4,40	4,30	4,30	4,40	4,30	4,60	3,90	4,40	4,50	4,60	4,40	4,50	4,40	4,30	4,40	4,50	4,20
LLC «ART Expo»	3,70	3,70	3,80	3,90	4,10	3,90	4,10	3,60	3,90	4,10	4,10	4,50	4,10	3,90	4,10	4,40	4,10
PB «Firma «Romul 4»	3,40	3,50	4,10	4,10	3,80	3,90	3,90	4,10	4,20	3,60	3,40	3,60	3,50	3,60	3,70	4,10	3,80
Caffes																	
LLC «Ritordo»	3,50	3,60	3,70	4,10	4,10	3,80	4,20	4,20	3,80	3,90	3,90	4,10	4,10	3,70	3,80	3,70	3,80
LLC «Bruskerdo»	3,30	3,40	3,50	3,60	3,50	3,80	4,10	4,10	4,10	3,90	3,80	3,70	3,60	3,60	3,60	3,80	3,60
LLC «Restoratsiia nomer ody»	4,50	4,40	4,30	4,50	4,40	4,60	4,50	4,40	4,30	4,50	4,60	4,40	4,30	4,50	4,40	4,30	4,20
LLC «Brinprofit»	4,70	4,80	4,60	4,70	4,60	4,90	4,50	4,80	4,90	4,60	4,70	4,90	4,60	4,70	4,40	4,70	4,80
LLC «Dzhi eich Interneshenel»	4,40	4,30	4,30	4,40	4,50	4,30	4,20	4,40	4,50	4,20	4,30	4,40	4,40	4,60	4,30	4,40	4,40
Bars																	
LLC «Matonardi»	3,40	3,30	3,60	3,80	3,60	3,80	3,90	3,70	4,10	4,10	3,90	4,10	4,20	4,10	4,10	4,10	3,60
LLC «Komunikatsii i Komfor»	4,60	4,50	4,60	4,70	4,70	4,80	4,40	4,80	4,80	4,60	4,80	4,60	4,70	4,60	4,60	4,40	4,50
LLC «Kharkiv Restoratsiia»	3,40	3,30	3,60	3,70	3,60	3,30	3,50	3,40	3,60	3,20	3,60	3,40	3,30	3,60	3,20	3,60	3,70
LLC «Krostindi»	4,70	4,30	4,40	4,50	4,60	4,60	4,70	4,40	4,60	4,50	4,60	4,60	4,30	4,40	4,60	4,60	4,60
LLC «Polendora»	4,30	4,30	3,90	4,20	4,20	3,80	3,90	4,10	4,10	4,10	4,20	3,80	3,90	3,80	4,10	4,10	3,90
<i>Average</i>	<i>4,04</i>	<i>4,06</i>	<i>4,13</i>	<i>4,30</i>	<i>4,09</i>	<i>4,21</i>	<i>4,21</i>	<i>4,21</i>	<i>4,31</i>	<i>4,23</i>	<i>4,23</i>	<i>4,24</i>	<i>4,15</i>	<i>4,22</i>	<i>4,19</i>	<i>4,26</i>	<i>4,10</i>
<i>Max</i>	<i>4,70</i>	<i>4,80</i>	<i>4,80</i>	<i>4,90</i>	<i>4,70</i>	<i>4,90</i>	<i>4,70</i>	<i>4,80</i>	<i>4,90</i>	<i>4,80</i>	<i>4,80</i>	<i>4,90</i>	<i>4,70</i>	<i>4,90</i>	<i>4,80</i>	<i>4,70</i>	<i>4,80</i>
<i>Min</i>	<i>3,30</i>	<i>3,30</i>	<i>3,50</i>	<i>3,60</i>	<i>3,20</i>	<i>3,30</i>	<i>3,50</i>	<i>3,40</i>	<i>3,60</i>	<i>3,20</i>	<i>3,40</i>	<i>3,40</i>	<i>3,30</i>	<i>3,60</i>	<i>3,20</i>	<i>3,60</i>	<i>3,40</i>

Table G. 4

Baseline data for the calculation of the integral indicator of the level of loyalty of consumers of restaurant business enterprises by the determinants «Atmosphere, Service»

Name of the enterprise of restaurant business	Atmosphere							Service				
	A ₁ – originality and harmony of design of halls	A ₂ – stylistic unity of the equipment, utensils, table sets	A ₃ – sanitary condition of premises, tableware, linen	A ₄ – microclimate (noise, lighting, temperature, sound)	A ₅ – corporate identity (interior design)	A ₆ – efficiency of table placement (comfort of rest of clients)	S ₁ – environmental friendliness and security of additional services	S ₂ – level of innovation of technical and technological methods of service work (the presence of electronic menus, tablet screens on tables, etc.)	S ₃ – own car parking	S ₄ – distance from the stop	S ₅ – mode of operation	S ₆ – complexity and uniqueness of additional services (karaoke, billiards, show programs, open kitchen, etc.)
Restaurants												
LLC «Familiia»	3,90	4,30	4,40	3,20	4,10	3,30	4,20	4,10	4,30	3,90	3,80	4,10
LLC «Lux Servis Plus»	4,30	4,60	4,20	4,10	4,20	4,30	4,30	4,40	4,60	4,20	4,50	4,30
LLC «Interfud-Kharkiv»	4,50	4,70	4,60	4,70	4,40	4,60	4,70	4,60	4,60	4,30	4,50	4,60
LLC «Kardym»	4,30	3,80	3,90	3,80	4,10	3,90	4,10	4,20	4,40	4,40	4,20	4,10
LLC «ART Expo»	4,10	3,70	3,90	3,90	4,10	4,20	4,10	4,10	4,20	4,10	3,90	4,10
PB «Firma «Romul 4»	3,90	4,10	3,90	3,90	3,50	3,70	4,10	3,90	3,90	3,90	4,10	4,20
Caffes												
LLC «Ritordo»	3,80	3,90	3,50	4,10	3,90	3,90	4,20	3,60	3,70	4,10	4,10	3,80
LLC «Bruskerdo»	3,70	3,80	3,90	3,60	3,60	3,70	3,70	3,80	3,90	3,50	3,60	3,80
LLC «Restoratsiia nomer ody»	4,30	4,30	4,10	4,20	4,40	4,10	4,20	4,10	4,20	4,20	4,10	4,10
LLC «Brinprofit»	4,40	4,80	4,70	4,40	4,60	4,70	4,80	4,90	4,60	4,70	4,70	4,80
LLC «Dzhi eich Interneshenel»	4,30	4,20	4,30	4,40	4,50	4,30	4,30	4,40	4,30	4,40	4,50	4,30
Bars												
LLC «Matonardi»	3,80	3,90	3,60	3,70	3,90	3,80	3,50	3,80	3,90	4,10	4,10	4,20
LLC «Komunikatsii i Komfor»	4,60	4,80	4,70	4,80	4,90	4,80	4,50	4,70	4,70	4,80	4,70	4,60
LLC «Kharkiv Restoratsiia»	3,60	4,10	3,90	3,80	3,70	3,60	3,90	3,80	3,60	3,80	3,80	3,80
LLC «Krostindi»	4,30	4,60	4,60	4,30	4,60	4,60	4,50	4,60	4,50	4,30	4,40	4,30
LLC «Polendora»	4,10	4,10	3,90	3,90	3,70	4,20	4,10	4,20	4,10	4,10	4,20	4,20
<i>Average</i>	<i>4,12</i>	<i>4,23</i>	<i>4,13</i>	<i>4,05</i>	<i>4,14</i>	<i>4,11</i>	<i>4,20</i>	<i>4,20</i>	<i>4,22</i>	<i>4,18</i>	<i>4,20</i>	<i>4,21</i>
<i>Max</i>	<i>4,60</i>	<i>4,80</i>	<i>4,70</i>	<i>4,80</i>	<i>4,90</i>	<i>4,80</i>	<i>4,80</i>	<i>4,90</i>	<i>4,70</i>	<i>4,80</i>	<i>4,70</i>	<i>4,80</i>
<i>Min</i>	<i>3,60</i>	<i>3,70</i>	<i>3,50</i>	<i>3,20</i>	<i>3,50</i>	<i>3,30</i>	<i>3,50</i>	<i>3,60</i>	<i>3,60</i>	<i>3,50</i>	<i>3,60</i>	<i>3,80</i>

Table G.5

Baseline data for the calculation of the integral indicator of the level of loyalty of consumers of restaurant business enterprises by the determinants "Price, Image"

Name of the enterprise of restaurant business	Ціна						Імідж						
	W ₁ – evel of prices for dishes	W ₂ – fair price toquality ratio	W ₃ - development of a system of price discounts	W ₄ – availability of a regular customer card	W ₅ - conversion of surveyed clients into real clients	W ₆ - effectiveness of marketing campaigns	I ₁ - the business reputation of the restaurant business	I ₂ - the popularity of the restaurant business	I ₃ – image of products and services of the restaurant business enterprise	I ₄ – the level of innovation of the restaurant business enterprise	I ₅ – the intensity of reports on the restaurant business in the media and the Internet	I ₆ – active participation in various social events	I ₇ – volume of satisfied customers
Restaurants													
LLC «Familiia»	3,90	4,20	4,40	4,10	3,90	3,80	4,10	4,10	3,50	3,70	3,90	4,10	4,20
LLC «Lux Servis Plus»	4,40	4,50	4,50	4,60	4,20	4,20	4,30	4,20	4,60	4,70	4,30	4,60	4,50
LLC «Interfud-Kharkiv»	4,70	4,60	4,60	4,30	4,60	4,60	4,50	4,40	4,60	4,80	4,50	4,60	4,70
LLC «Kardym»	4,30	4,20	4,10	4,30	4,20	4,10	4,10	4,20	3,90	3,80	4,20	4,10	4,20
LLC «ART Expo»	4,20	4,20	4,10	3,90	4,10	4,20	4,10	3,90	3,90	4,10	4,20	4,20	4,10
PB «Firma «Romul 4»	4,10	3,90	3,80	3,70	3,90	4,20	3,90	3,80	3,80	4,00	4,10	3,90	3,80
Caffes													
LLC «Ritordo»	3,70	3,80	3,80	3,90	4,10	3,90	3,80	4,10	3,90	3,90	4,10	3,90	3,90
LLC «Bruskerdo»	3,70	3,50	3,90	3,90	4,10	4,10	3,70	3,90	3,90	3,90	4,10	3,90	3,90
LLC «Restoratsiia nomer ody»	4,20	4,20	4,20	4,20	4,30	4,40	4,40	4,20	4,10	3,90	4,10	4,50	4,40
LLC «Brinprofit»	4,60	4,60	4,70	4,50	4,60	4,60	4,60	4,50	4,60	4,70	4,70	4,30	4,60
LLC «Dzhi eich Interneshenel»	4,20	4,50	4,50	4,60	4,50	4,50	4,70	4,30	4,30	4,50	4,50	4,40	4,50
Bars													
LLC «Matonardi»	3,90	3,90	3,80	3,80	3,90	4,10	3,70	3,40	3,60	3,70	3,80	3,70	3,80
LLC «Komunikatsii i Komfor»	4,70	4,70	4,80	4,60	4,70	4,70	4,80	4,70	4,60	4,70	4,70	4,80	4,80
LLC «Kharkiv Restoratsiia»	3,80	3,90	3,50	4,10	3,80	3,70	3,90	4,10	3,60	3,50	3,90	4,10	3,90
LLC «Krostindi»	4,40	4,30	4,40	4,70	4,50	4,60	4,50	4,60	4,70	4,30	4,40	4,50	4,60
LLC «Polendora»	4,40	4,30	4,20	4,20	4,40	4,20	4,40	4,20	4,20	4,40	4,20	4,40	4,50
<i>Average</i>	4,20	4,21	4,21	4,21	4,24	4,24	4,22	4,16	4,11	4,16	4,23	4,25	4,28
<i>Max</i>	4,70	4,70	4,80	4,70	4,70	4,70	4,80	4,70	4,70	4,80	4,70	4,80	4,80
<i>Min</i>	3,70	3,50	3,50	3,70	3,80	3,70	3,70	3,40	3,50	3,50	3,80	3,70	3,80

Table G.6

Determining the distance of the k -th value of the determinant P^{Nk} («Products», «Personnel») of a particular enterprise

from its reference value $BE_{i0} = \left[\sum (RP_{ij}^{Nk} - RP_{0j}^{Nk})^2 \right]^{0.5}$

Name of the enterprise of restaurant business	Продукція							Персонал										
	P ₁	P ₂	P ₃	P ₄	P ₅	P ₆	P ₇	H ₁	H ₂	H ₃	H ₄	H ₄	H ₆	H ₇	H ₈	H ₉	H ₁₀	
Restaurants																		
LLC «Familiia»	-0,74	0,14	0,08	0,60	-0,89	-0,11	0,19	-0,31	-0,21	-0,13	0,17	-0,34	-0,35	0,18	0,41	0,44	-0,70	
LLC «Lux Servis Plus»	0,46	0,34	0,18	0,30	-0,19	0,39	0,39	0,09	0,29	0,57	0,17	0,36	0,55	0,68	0,21	0,04	0,30	
LLC «Interfud-Kharkiv»	0,56	0,54	0,68	0,40	0,31	0,39	0,39	0,59	0,59	0,57	0,37	0,46	0,35	0,58	0,61	0,14	0,50	
LLC «Kardym»	0,36	0,24	0,18	0,10	0,21	0,39	-0,31	0,19	0,19	0,37	0,17	0,26	0,25	0,08	0,21	0,24	0,10	
LLC «ART Expo»	-0,34	-0,36	-0,33	-0,40	0,01	-0,31	-0,11	-0,61	-0,41	-0,13	-0,13	0,26	-0,05	-0,32	-0,09	0,14	0,00	
PB «Firma «Romul 4»	-0,64	-0,56	-0,03	-0,20	-0,29	-0,31	-0,31	-0,11	-0,11	-0,63	-0,83	-0,64	-0,65	-0,62	-0,49	-0,16	-0,30	
Caffes																		
LLC «Ritordo»	-0,54	-0,46	-0,43	-0,20	0,01	-0,41	-0,01	-0,01	-0,51	-0,33	-0,33	-0,14	-0,05	-0,52	-0,39	-0,56	-0,30	
LLC «Bruskerdo»	-0,74	-0,66	-0,63	-0,70	-0,59	-0,41	-0,11	-0,11	-0,21	-0,33	-0,43	-0,54	-0,55	-0,62	-0,59	-0,46	-0,50	
LLC «Restoratsiia nomer ody»	0,46	0,34	0,18	0,20	0,31	0,39	0,29	0,19	-0,01	0,27	0,37	0,16	0,15	0,28	0,21	0,04	0,10	
LLC «Brinprofit»	0,66	0,74	0,48	0,40	0,51	0,69	0,29	0,59	0,59	0,37	0,47	0,66	0,45	0,48	0,21	0,44	0,70	
LLC «Dzhi eich Interneshenel»	-0,30	-0,50	-0,50	-0,50	-0,20	-0,60	-0,50	-0,40	-0,40	-0,60	-0,50	-0,50	-0,30	-0,30	-0,50	-0,30	-0,40	
Bars																		
LLC «Matonardi»	-0,64	-0,76	-0,53	-0,50	-0,49	-0,41	-0,31	-0,51	-0,21	-0,13	-0,33	-0,14	0,05	-0,12	-0,09	-0,16	-0,50	
LLC «Komunikatsii i Komfor»	0,56	0,44	0,48	0,40	0,61	0,59	0,19	0,59	0,49	0,37	0,57	0,36	0,55	0,38	0,41	0,14	0,40	
LLC «Kharkiv Restoratsiia»	-0,64	-0,76	-0,53	-0,60	-0,49	-0,91	-0,71	-0,81	-0,71	-1,03	-0,63	-0,84	-0,85	-0,62	-0,99	-0,66	-0,40	
LLC «Krostindi»	0,66	0,24	0,28	0,20	0,51	0,39	0,49	0,19	0,29	0,27	0,37	0,36	0,15	0,18	0,41	0,34	0,50	
LLC «Polendora»	0,26	0,24	-0,23	-0,10	0,11	-0,41	-0,31	-0,11	-0,21	-0,13	-0,03	-0,44	-0,25	-0,42	-0,09	-0,16	-0,20	

Table G.7

Determining the distance of the k -th value of the determinant P^{Nk} («Atmosphere», «Service») of a particular enterprise

from its reference value $BE_{i0} = \left[\sum (RP_{ij}^{Nk} - RP_{0j}^{Nk})^2 \right]^{0,5}$

Name of the enterprise of restaurant business	Atmosphere						Service					
	A ₁	A ₂	A ₃	A ₄	A ₅	A ₆	S ₁	S ₂	S ₃	S ₄	S ₅	S ₆
Restaurants												
LLC «Familiia»	-0,22	0,07	0,27	-0,85	-0,04	-0,81	0,00	-0,10	0,08	-0,28	-0,40	-0,11
LLC «Lux Servis Plius»	0,18	0,37	0,07	0,05	0,06	0,19	0,10	0,20	0,38	0,03	0,30	0,09
LLC «Interfud-Kharkiv»	0,38	0,47	0,47	0,65	0,26	0,49	0,50	0,40	0,38	0,13	0,30	0,39
LLC «Kardym»	0,18	-0,43	-0,23	-0,25	-0,04	-0,21	-0,10	0,00	0,18	0,23	0,00	-0,11
LLC «ART Expo»	-0,02	-0,53	-0,23	-0,15	-0,04	0,09	-0,10	-0,10	-0,02	-0,08	-0,30	-0,11
PB «Firma «Romul 4»	-0,22	-0,13	-0,23	-0,15	-0,64	-0,41	-0,10	-0,30	-0,32	-0,28	-0,10	-0,01
Caffes												
LLC «Ritordo»	-0,32	-0,33	-0,63	0,05	-0,24	-0,21	0,00	-0,60	-0,52	-0,08	-0,10	-0,41
LLC «Bruskerdo»	-0,42	-0,43	-0,23	-0,45	-0,54	-0,41	-0,50	-0,40	-0,32	-0,68	-0,60	-0,41
LLC «Restoratsiia nomer ody»	0,18	0,07	-0,03	0,15	0,26	-0,01	0,00	-0,10	-0,02	0,03	-0,10	-0,11
LLC «Brinprofit»	0,28	0,57	0,57	0,35	0,46	0,59	0,60	0,70	0,38	0,53	0,50	0,59
LLC «Dzhi eich Interneshenel»	-0,30	-0,60	-0,40	-0,40	-0,40	-0,50	-0,50	-0,50	-0,40	-0,40	-0,20	-0,50
Bars												
LLC «Matonardi»	-0,32	-0,33	-0,53	-0,35	-0,24	-0,31	-0,70	-0,40	-0,32	-0,08	-0,10	-0,01
LLC «Komunikatsii i Komfor»	0,48	0,57	0,57	0,75	0,76	0,69	0,30	0,50	0,48	0,63	0,50	0,39
LLC «Kharkiv Restoratsiia»	-0,52	-0,13	-0,23	-0,25	-0,44	-0,51	-0,30	-0,40	-0,62	-0,38	-0,40	-0,41
LLC «Krostindi»	0,18	0,37	0,47	0,25	0,46	0,49	0,30	0,40	0,28	0,13	0,20	0,09
LLC «Polendora»	-0,02	-0,13	-0,23	-0,15	-0,44	0,09	-0,10	0,00	-0,12	-0,08	0,00	-0,01

Table G.8

Determining the distance of the k -th value of the determinant P^{Nk} («Price», «Image») of a particular enterprise

from its reference value $BE_{i0} = \left[\sum (RP_{ij}^{N_i} - RP_{0j}^{N_i})^2 \right]^{0,5}$

Name of the enterprise of restaurant business	Price							Image						
	W ₁	W ₂	W ₃	W ₄	W ₅	W ₆	I ₁	I ₂	I ₃	I ₄	I ₅	I ₆	I ₇	
Restaurants														
LLC «Familiia»	-0,30	-0,01	0,19	-0,11	-0,34	-0,44	-0,12	-0,06	-0,61	-0,46	-0,33	-0,15	-0,07	
LLC «Lux Servis Plius»	0,20	0,29	0,29	0,39	-0,04	-0,04	0,08	0,04	0,49	0,54	0,07	0,35	0,23	
LLC «Interfud-Kharkiv»	0,50	0,39	0,39	0,09	0,36	0,36	0,28	0,24	0,49	0,64	0,27	0,35	0,43	
LLC «Kardym»	0,10	-0,01	-0,11	0,09	-0,04	-0,14	-0,12	0,04	-0,21	-0,36	-0,03	-0,15	-0,07	
LLC «ART Expo»	0,00	-0,01	-0,11	-0,31	-0,14	-0,04	-0,12	-0,26	-0,21	-0,06	-0,03	-0,05	-0,18	
PB «Firma «Romul 4»	-0,10	-0,31	-0,41	-0,51	-0,34	-0,04	-0,32	-0,36	-0,31	-0,16	-0,13	-0,35	-0,48	
Caffes														
LLC «Ritordo»	-0,50	-0,41	-0,41	-0,31	-0,14	-0,34	-0,42	-0,06	-0,21	-0,26	-0,13	-0,35	-0,38	
LLC «Bruskerdo»	-0,50	-0,71	-0,31	-0,31	-0,14	-0,14	-0,52	-0,26	-0,21	-0,26	-0,13	-0,35	-0,38	
LLC «Restoratsiia nomer odyn»	0,00	-0,01	-0,01	-0,01	0,06	0,16	0,18	0,04	-0,01	-0,26	-0,13	0,25	0,13	
LLC «Brinprofit»	0,40	0,39	0,49	0,29	0,36	0,36	0,38	0,34	0,49	0,54	0,47	0,05	0,33	
LLC «Dzhi eich Interneshenel»	-0,50	-0,20	-0,30	-0,10	-0,20	-0,20	-0,10	-0,40	-0,40	-0,30	-0,20	-0,40	-0,30	
Bars														
LLC «Matonardi»	-0,30	-0,31	-0,41	-0,41	-0,34	-0,14	-0,52	-0,76	-0,51	-0,46	-0,43	-0,55	-0,48	
LLC «Komunikatsii i Komfor»	0,50	0,49	0,59	0,39	0,46	0,46	0,58	0,54	0,49	0,54	0,47	0,55	0,53	
LLC «Kharkiv Restoratsiia»	-0,40	-0,31	-0,71	-0,11	-0,44	-0,54	-0,32	-0,06	-0,51	-0,66	-0,33	-0,15	-0,38	
LLC «Krostindi»	0,20	0,09	0,19	0,49	0,26	0,36	0,28	0,44	0,59	0,14	0,17	0,25	0,33	
LLC «Polendora»	0,20	0,09	-0,01	-0,01	0,16	-0,04	0,18	0,04	0,09	0,24	-0,03	0,15	0,23	

Table G.9

Determination of the maximum possible distance of the value of the determinant P^{Nk} («Products», «Personnel»)

from its reference value $E_0 = \overline{E_0} + 2\sigma_0$

Name of the enterprise of restaurant business	Products							Personnel										
	P ₁	P ₂	P ₃	P ₄	P ₅	P ₆	P ₇	H ₁	H ₂	H ₃	H ₄	H ₄	H ₆	H ₇	H ₈	H ₉	H ₁₀	
Restaurants																		
LLC «Familiia»	1,07	0,94	0,76	0,77	0,81	0,91	0,66	0,79	0,74	0,87	0,80	0,85	0,79	0,84	0,83	0,63	0,79	
LLC «Lux Servis Plus»	1,09	0,96	0,78	0,68	0,77	0,94	0,66	0,82	0,77	0,91	0,80	0,88	0,83	0,84	0,80	0,57	0,78	
LLC «Interfud-Kharkiv»	1,07	0,94	0,78	0,65	0,80	0,92	0,62	0,84	0,76	0,84	0,81	0,86	0,76	0,73	0,80	0,59	0,77	
LLC «Kardym»	1,01	0,87	0,65	0,58	0,80	0,89	0,56	0,75	0,65	0,74	0,78	0,81	0,72	0,61	0,69	0,58	0,71	
LLC «ART Expo»	0,99	0,85	0,63	0,58	0,80	0,84	0,59	0,75	0,64	0,69	0,77	0,80	0,71	0,61	0,66	0,55	0,72	
PB «Firma «Romul 4»	1,11	0,98	0,74	0,69	0,87	0,96	0,67	0,82	0,73	0,80	0,87	0,84	0,79	0,74	0,77	0,60	0,80	
Caffes																		
LLC «Ritordo»	1,21	1,11	0,86	0,81	0,93	1,09	0,76	0,92	0,84	0,93	0,92	0,95	0,87	0,86	0,91	0,70	0,89	
LLC «Bruskerdo»	1,25	1,17	0,91	0,87	0,97	1,16	0,81	0,97	0,87	0,99	0,96	1,02	0,93	0,89	0,97	0,73	0,94	
LLC «Restoratsiia nomer ody»	1,21	1,18	0,91	0,86	0,94	1,20	0,85	1,01	0,91	1,03	0,98	1,05	0,93	0,88	0,98	0,74	0,94	
LLC «Brinprofit»	1,23	1,21	0,95	0,89	0,95	1,22	0,86	1,04	0,95	1,06	1,00	1,09	0,97	0,90	1,02	0,77	0,98	
LLC «Dzhi eich Interneshenel»	1,21	1,16	0,93	0,88	0,94	1,18	0,87	1,01	0,90	1,07	0,99	1,04	0,96	0,88	1,05	0,74	0,91	
Bars																		
LLC «Matonardi»	1,22	1,17	0,93	0,89	0,95	1,19	0,87	1,03	0,91	1,06	0,96	1,05	0,98	0,91	1,05	0,76	0,91	
LLC «Komunikatsii i Komfor»	1,08	1,05	0,86	0,83	0,85	1,19	0,88	0,99	0,91	1,09	0,93	1,07	1,00	0,92	1,07	0,77	0,82	
LLC «Kharkiv Restoratsiia»	1,07	1,06	0,85	0,83	0,81	1,18	0,90	0,97	0,89	1,10	0,90	1,08	0,97	0,92	1,07	0,79	0,82	
LLC «Krostindi»	0,69	0,67	0,69	0,61	0,55	0,92	0,69	0,67	0,66	0,71	0,63	0,86	0,71	0,77	0,68	0,56	0,69	
LLC «Polendora»	0,67	0,64	0,71	0,62	0,53	0,94	0,68	0,68	0,67	0,73	0,64	0,88	0,72	0,80	0,69	0,56	0,68	

Table G.10

Determination of the maximum possible distance of the value of the indicator of the determinant P^{Nk}

(«Atmosphere», «Service») from its reference value $E_0 = \overline{E_0} + 2\sigma_0$

Name of the enterprise of restaurant business	Atmosphere						Service					
	A ₁	A ₂	A ₃	A ₄	A ₅	A ₆	S ₁	S ₂	S ₃	S ₄	S ₅	S ₆
Restaurants												
LLC «Familiia»	0,56	0,74	0,72	0,75	0,74	0,82	0,65	0,71	0,66	0,60	0,59	0,56
LLC «Lux Servis Plius»	0,59	0,76	0,71	0,71	0,76	0,81	0,67	0,74	0,67	0,63	0,61	0,59
LLC «Interfud-Kharkiv»	0,58	0,72	0,73	0,73	0,78	0,81	0,68	0,74	0,63	0,65	0,58	0,60
LLC «Kardym»	0,53	0,65	0,66	0,62	0,77	0,76	0,60	0,69	0,57	0,66	0,55	0,54
LLC «ART Expo»	0,52	0,69	0,69	0,65	0,80	0,80	0,63	0,71	0,56	0,65	0,57	0,57
PB «Firma «Romul 4»	0,58	0,75	0,78	0,73	0,87	0,86	0,70	0,79	0,63	0,71	0,63	0,63
Caffes												
LLC «Ritordo»	0,66	0,85	0,88	0,80	0,94	0,93	0,80	0,89	0,75	0,78	0,70	0,71
LLC «Bruskerdo»	0,70	0,88	0,88	0,83	0,99	0,98	0,84	0,91	0,77	0,83	0,74	0,73
LLC «Restoratsiia nomer ody»	0,70	0,89	0,91	0,83	0,99	0,99	0,86	0,93	0,80	0,78	0,69	0,74
LLC «Brinprofit»	0,72	0,92	0,95	0,85	1,02	1,02	0,90	0,96	0,84	0,81	0,71	0,77
LLC «Dzhi eich Interneshenel»	0,72	0,88	0,91	0,86	1,02	0,99	0,84	0,90	0,83	0,77	0,67	0,70
Bars												
LLC «Matonardi»	0,73	0,79	0,90	0,83	1,00	0,94	0,84	0,86	0,83	0,74	0,67	0,64
LLC «Komunikatsii i Komfor»	0,70	0,72	0,79	0,77	0,99	0,89	0,68	0,79	0,81	0,74	0,66	0,65
LLC «Kharkiv Restoratsiia»	0,66	0,67	0,76	0,66	0,92	0,83	0,70	0,77	0,79	0,67	0,62	0,63
LLC «Krostindi»	0,45	0,61	0,68	0,58	0,82	0,57	0,58	0,58	0,56	0,53	0,44	0,48
LLC «Polendora»	0,46	0,62	0,68	0,59	0,83	0,56	0,59	0,58	0,58	0,54	0,45	0,47

Table G.11

Determination of the maximum possible distance of the value of the determinant P^{Nk} («Price», «Image»)

from its reference value $E_0 = \overline{E_0} + 2\sigma_0$

Name of the enterprise of restaurant business	Price						Image						
	W ₁	W ₂	W ₃	W ₄	W ₅	W ₆	I ₁	I ₂	I ₃	I ₄	I ₅	I ₆	I ₇
Restaurants													
LLC «Familiia»	0,65	0,61	0,69	0,56	0,52	0,55	0,61	0,61	0,77	0,77	0,48	0,59	0,63
LLC «Lux Servis Plius»	0,68	0,63	0,68	0,58	0,53	0,55	0,63	0,63	0,78	0,80	0,49	0,62	0,66
LLC «Interfud-Kharkiv»	0,68	0,60	0,66	0,53	0,55	0,57	0,65	0,65	0,73	0,73	0,50	0,58	0,65
LLC «Kardym»	0,60	0,54	0,60	0,53	0,50	0,53	0,62	0,64	0,65	0,60	0,48	0,53	0,59
LLC «ART Expo»	0,60	0,56	0,63	0,54	0,53	0,56	0,65	0,66	0,69	0,64	0,50	0,56	0,61
PB «Firma «Romul 4»	0,67	0,62	0,72	0,60	0,58	0,61	0,72	0,72	0,78	0,73	0,55	0,63	0,69
Caffes													
LLC «Ritordo»	0,77	0,72	0,81	0,64	0,62	0,66	0,79	0,79	0,86	0,83	0,60	0,70	0,75
LLC «Bruskerdo»	0,79	0,75	0,85	0,65	0,65	0,67	0,81	0,83	0,90	0,88	0,63	0,73	0,78
LLC «Restoratsiia nomer odyn»	0,78	0,67	0,88	0,65	0,67	0,69	0,78	0,86	0,93	0,91	0,66	0,74	0,78
LLC «Brinprofit»	0,81	0,70	0,92	0,67	0,69	0,71	0,80	0,89	0,96	0,94	0,68	0,76	0,81
LLC «Dzhi eich Interneshenel»	0,80	0,69	0,90	0,68	0,68	0,70	0,80	0,90	0,95	0,91	0,64	0,79	0,82
Bars													
LLC «Matonardi»	0,75	0,69	0,92	0,68	0,68	0,70	0,81	0,88	0,93	0,92	0,65	0,75	0,80
LLC «Komunikatsii i Komfor»	0,70	0,64	0,88	0,56	0,63	0,70	0,68	0,62	0,84	0,86	0,58	0,58	0,69
LLC «Kharkiv Restoratsiia»	0,67	0,59	0,84	0,54	0,59	0,67	0,62	0,58	0,82	0,84	0,54	0,52	0,65
LLC «Krostindi»	0,43	0,45	0,55	0,48	0,33	0,45	0,41	0,52	0,58	0,51	0,40	0,40	0,39
LLC «Polendora»	0,42	0,43	0,56	0,43	0,33	0,44	0,42	0,51	0,53	0,46	0,41	0,40	0,40

APPENDIX M

Determination of an optimal type of competitive strategy

Table M.1

Additional data for normalization of the determinants of consumer loyalty of enterprises of restaurant business

Statistical indicators	Determinants of consumer loyalty in restaurant business enterprises					
	Product (P)	Personnel (H)	Atmosphere (A)	Service (S)	Price (W)	Image (I)
Average value (\bar{X}_k)	0,82	0,79	0,89	0,95	0,86	0,93
Standard deviation (S_k)	0,362	0,342	0,385	0,325	0,318	0,420

Table M.2

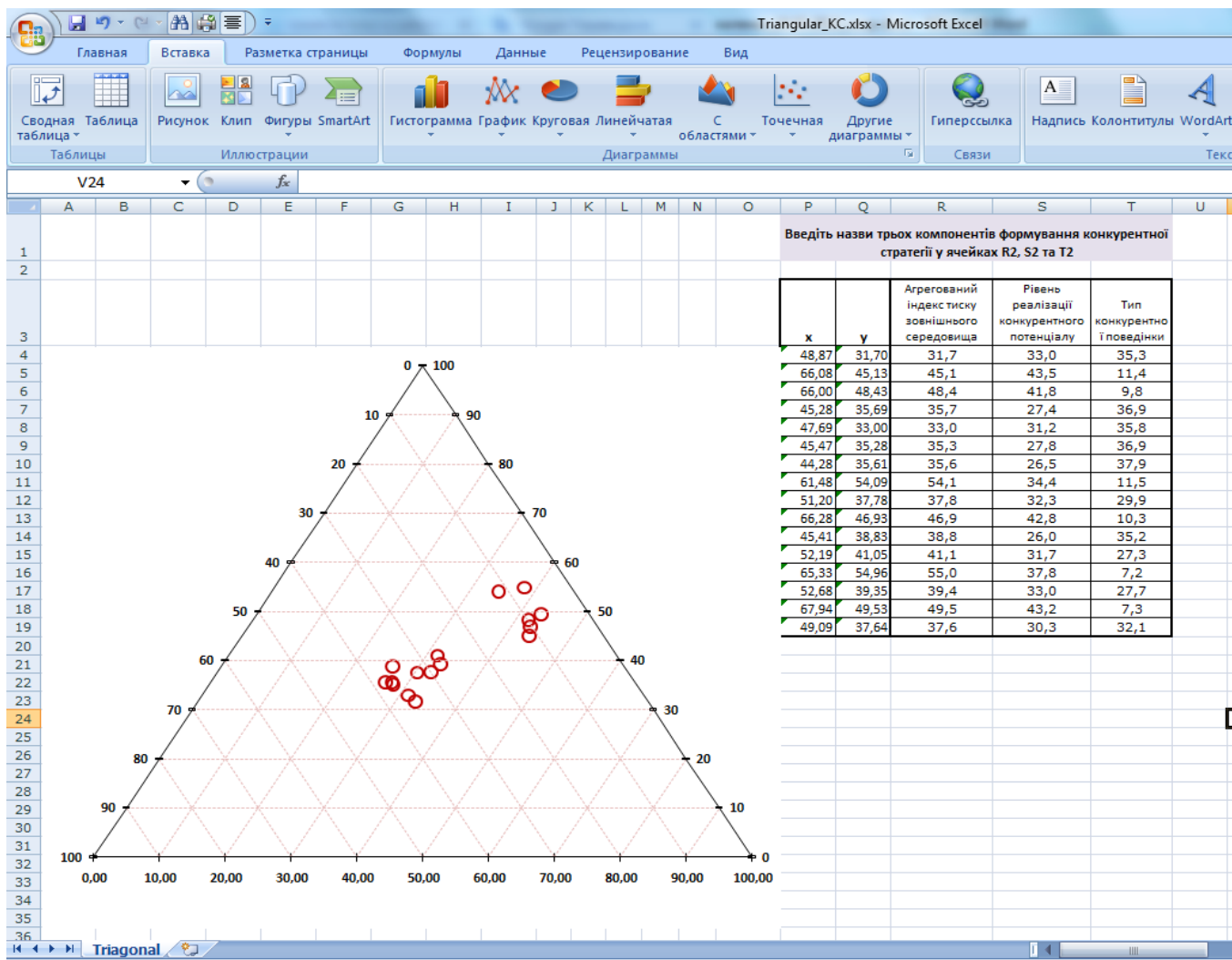
Normalized values of integral indicators of estimation of level of loyalty of consumers of the enterprises of the restaurant business on determinants (P,H,S,A,W,I)

Name of the enterprise of restaurant business	Product (P)	Personnel (H)	Atmosphere (A)	Service (S)	Price (W)	Image (I)
LLC «Familiia»	-0,93	-0,31	1,24	0,86	1,46	1,12
LLC «Lux Servis Plus»	-0,93	-1,03	-1,20	-0,73	-0,48	-1,08
LLC «Interfud-Kharkiv»	-1,10	-1,21	-1,38	-1,55	-1,39	-1,28
LLC «Kardym»	-0,96	-0,52	-0,15	0,00	0,55	-0,13
LLC «ART Expo»	0,12	0,02	0,06	-0,50	1,04	0,17
PB «Firma «Romul 4»	0,15	0,54	1,32	-0,12	1,91	1,25
LLC «Ritordo»	0,46	-0,31	1,18	1,31	0,39	1,00
LLC «Bruskerdo»	1,77	0,24	0,27	0,99	0,10	1,10
LLC «Restoratsiia nomer ody»	-0,34	-1,48	-0,02	0,35	0,29	0,07
LLC «Brinprofit»	-0,91	1,32	-1,06	-0,98	-1,20	-0,91
LLC «Dzhi eich Interneshenel»	0,49	-0,70	0,30	0,77	0,10	0,14
LLC «Matonardi»	1,66	1,32	1,40	1,18	0,23	1,27
LLC «Komunikatsii i Komfor»	-0,85	-0,70	-1,81	-1,90	-1,84	-1,75
LLC «Kharkiv Restoratsiia»	1,83	2,07	0,30	1,50	0,46	1,05
LLC «Krostindi»	-1,13	-0,73	-1,28	-1,20	-1,52	-1,48
LLC «Polendora»	0,69	1,47	0,84	0,04	-0,10	-0,54

Matrix of distances of integral indicators of estimation of level of loyalty of consumers of the enterprises of the restaurant business by determinants (P,H,S,A,W,I)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	0	1,271	1,624	0,664	0,362	-0,228	-0,085	-0,147	0,652	1,025	0,335	-0,516	1,756	-0,538	1,540	0,150
2	1,271	0	0,353	-0,607	-0,909	-1,499	-1,356	-1,418	-0,619	-0,246	-0,936	-1,787	0,485	-1,809	0,269	-1,121
3	1,624	0,353	0,000	0,960	1,261	1,852	1,708	1,770	0,971	0,598	1,289	2,140	-0,133	2,161	0,083	1,474
4	0,664	-0,607	0,960	0	-0,301	-0,892	-0,749	0,810	-0,012	0,362	0,329	-1,180	1,092	-1,201	0,876	0,514
5	0,362	-0,909	1,261	-0,301	0	-0,590	0,447	0,509	-0,290	0,663	0,028	-0,878	-1,394	-0,900	1,178	0,212
6	-0,228	-1,499	1,852	-0,892	-0,590	0	-0,143	-0,082	-0,880	1,254	-0,563	0,288	-1,984	0,310	-1,768	-0,378
7	-0,085	-1,356	1,708	-0,749	0,447	-0,143	0	0,062	0,737	1,110	-0,419	-0,431	1,841	-0,453	1,625	-0,235
8	-0,147	-1,418	1,770	0,810	0,509	-0,082	0,062	0	0,799	1,172	-0,481	-0,370	1,903	-0,391	1,687	0,296
9	0,652	-0,619	0,971	-0,012	-0,290	-0,880	0,737	0,799	0	0,373	0,317	-1,168	1,104	-1,190	0,888	0,502
10	1,025	-0,246	0,598	0,362	0,663	1,254	1,110	1,172	0,373	0	0,691	1,542	-0,731	1,563	-0,515	0,876
11	0,335	-0,936	1,289	0,329	0,028	-0,563	-0,419	-0,481	0,317	0,691	0	-0,851	1,422	-0,872	1,205	-0,185
12	-0,516	-1,787	2,140	-1,180	-0,878	0,288	-0,431	-0,370	-1,168	1,542	-0,851	0	-2,272	0,022	-2,056	-0,666
13	1,756	0,485	-0,133	1,092	-1,394	-1,984	1,841	1,903	1,104	-0,731	1,422	-2,272	0	-2,294	-0,216	1,606
14	-0,538	-1,809	2,161	-1,201	-0,900	0,310	-0,453	-0,391	-1,190	1,563	-0,872	0,022	-2,294	0	-2,078	-0,688
15	1,540	0,269	0,083	0,876	1,178	-1,768	1,625	1,687	0,888	-0,515	1,205	-2,056	-0,216	-2,078	0	1,390
16	0,150	-1,121	1,474	0,514	0,212	-0,378	-0,235	0,296	0,502	0,876	-0,185	-0,666	1,606	-0,688	1,390	0

Table M.4





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