

ГОТЕЛЬНО-РЕСТОРАННА СПРАВА

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INFLUENCE OF CROSS-CULTURAL RELATIONS ON IMAGE AND COMPETITIVENESS OF HOSPITALITY ENTERPRISES

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The article examines the influence of cross-cultural relations on the image and competitiveness of hospitality enterprises; key aspects of this influence are considered, in particular, interaction with representatives of different cultures, understanding international etiquette standards and ways to improve the effectiveness of communication with consumers of different cultures.

Keywords: *cross-cultural relations, image, competitiveness, hospitality industry, hotel and restaurant business enterprises.*

ВПЛИВ КРОС-КУЛЬТУРНИХ ОСОБЛИВОСТЕЙ НА ІМІДЖ ТА КОНКУРЕНТОСПРОМОЖНІСТЬ ПІДПРИЄМСТВ СФЕРИ ГОСТИННОСТІ

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Підприємства сфери гостинності, в процесі своєї діяльності, стикаються з викликами та можливостями, що створюються в умовах крос-культурної взаємодії. Конкурентоспроможність та імідж стає ключовим чинником для успішного функціонування підприємств сфери гостинності у такому середовищі. У статті досліджується вплив крос-культурних відносин на імідж та конкурентоспроможність підприємств сфери гостинності; розглядаються ключові аспекти цього впливу, зокрема, взаємодія з представниками різних культур, розуміння міжнародних стандартів етикету та способи підвищення ефективності комунікації зі споживачами різних культур. Дослідження підкреслює значення розвитку культурної компетентності та адаптації до різноманітних культурних контекстів для зміцнення позицій підприємств сфери гостинності у глобальному ринковому середовищі. Також, у статті проаналізовано культурні виклики та можливості, а саме: комунікаційні бар'єри, різниця в очікуваннях та стандартах обслуговування, релігійні та культурні обмеження, стрес та культурний шок, приємне враження та лояльність, розширення ринкових можливостей, міжнародна репутація та імідж, розвиток культурної адаптації персоналу, які рекомендується враховувати підприємствам готельно-ресторанного бізнесу у процесі своєї діяльності; визначено вплив крос-культурних особливостей на якість та сприйняття споживачами процесу обслуговування; визначено чинники крос-культурних відносин та їх вплив на

розвиток сфери гостинності з метою підвищення конкурентоспроможності та іміджу підприємств на ринку. Результати дослідження можуть бути корисними для менеджерів підприємств сфери гостинності, що прагнуть підвищити свою конкурентоспроможність у світі, де культурна різноманітність стає стандартом.

Ключові слова: *крес-культурні відносини, імідж, конкурентоспроможність, сфера гостинності, підприємства готельно-ресторанного бізнесу.*

Statement of the problem. In the context of growing competition in the hotel and restaurant business market, it is important to create a positive image of the enterprise. Nowadays, the development of the hospitality sector in Ukraine is facing the impact of various negative factors, such as military aggression, economic and political instability in the country, declining incomes, etc. The main tasks for hospitality business enterprises are to ensure competitiveness, efficient operation, as well as to take into account the needs and requirements of consumers, ensure stable profits and achieve success in the long term.

The level of services provided by the enterprise, quality of service, pricing policy, reputation, marketing strategies, innovation and other factors may affect the image and level of competitiveness of the enterprise in the hospitality sector. The hospitality industry welcomes guests from different countries, cultures and traditions. Cross-cultural relations are becoming increasingly important in today's globalized social and economic reality. The influence of various cultural characteristics can be both positive and cause certain difficulties in customer interaction. Cultural characteristics can affect the perception of the quality of services provided by hospitality companies. Some nationalities may be more demanding in terms of service, while others may be less sensitive to certain aspects. Therefore, the identification of factors of cross-cultural relations is relevant for maintaining the image and development of hotel and restaurant business enterprises.

Review of the latest research and publications. The study of the problems of cross-cultural relations is focused in the works of domestic scholars, including: Blyzniuk T. P. [8], her monograph substantiates the conceptual foundations of cross-cultural management, Kravchenko V. O. [10], Burak O. S. [9], Baibakova O. O., Kozubovska I. V. [7], Shchetinina L. V. [11] and others in their works consider the peculiarities of the development of cross-cultural management in Ukraine, in order to create successful communications, conditions for profitable business and fruitful work at the intersection of different cultures.

In the scientific works of such foreign researchers as Swanson, S.R., Huang, Y. & Wang, B. [5], Thomas D. C. [6], Sederberg A.-M. & Holden N.

[4] examine the problems of developing cross-cultural relations in the international context, Lee, J., & Yang, S. [3] in their study focuses on the impact of cross-cultural training of staff on the service process directly at the hotel and restaurant business enterprises, but it should be noted that research on cross-cultural relations in the hospitality sector is quite limited. Most studies are devoted to general issues of cross-cultural relations development. Competitiveness in the hospitality sector includes an assessment of the ability of an enterprise to provide high quality service and customer satisfaction. Taking into account the factors that affect image and competitiveness in a cross-cultural environment requires careful analysis and consideration of cultural characteristics, so the study of this issue is relevant in the context of expanding international cooperation in the hospitality sector.

The objective of the research. To study and identify the main factors of cross-cultural relations that influence the improvement of the image and competitiveness of hospitality business enterprises. The methodological basis of the study is the theoretical and practical aspects of cross-cultural relations in the hospitality sector and their impact on the activities of hotel and restaurant business enterprises. In writing of the article, general scientific methods of analysis, abstraction, generalization, and comparison were used. The information base of the study is based on the scientific works of foreign and scientific scholars on issues of cross-cultural relations, as well as statistical data

Presentation of the research material. The systematic understanding of the process of managing the competitiveness of enterprises, including the hospitality sector, is based on the coordination of internal aspects of cooperation in the team through a qualitative and clearly defined separation of functions that are organically combined in joint work. Establishing effective business communication in a multicultural environment contributes to the transformation of an enterprise into an active participant in the market environment with strong competitive advantages. Image and competitiveness are important components for hospitality business enterprises, as they determine their ability to compete effectively in the market and attract consumers.

The image of a hospitality business enterprise is a significant factor that affects the consequences and productivity of its performance and, in general, the degree of its competitiveness, has the ability to cause economic impact, so it is slowly turning into a multicomponent management subject that requires attention to its functional factors. It is these image factors that determine enterprise's capability to make a certain economic impact and additional values that have a positive impact on the formation of competitive advantages of hospitality business enterprises. A successful image of a

hospitality business enterprise has its own values that affect both the functioning of the institution as a whole and its competitiveness [2].

One of the key elements of creating a high image of a hospitality business enterprise is the norms of employee behavior. These norms cover all aspects of a person's external and internal culture, such as rules of etiquette in communication, skills of adequate expression of thoughts and compliance with language norms. Politeness reflects a person's cultural values and indicates their attitude towards work and colleagues. For an employee of a hospitality business enterprise, it is extremely important to maintain discipline in dealing with customers and always remember to respect each person.

The competitiveness of hospitality business enterprises depends on several key factors that are taken into account both individually and in the context of interaction with competitors and consumers. The main aspect of competitiveness in the hospitality sector is the ability to meet the needs and expectations of different categories of consumers. This means that the company must be ready to adapt its products and services to the needs of different cultures, nationalities, social groups, etc. The modern consumer requires an individual approach, personalized services and high quality of service, and therefore the competitiveness of hospitality business enterprises requires constant improvement and innovation. An analysis of cultural challenges and opportunities for hospitality business enterprises is presented in Table 1.

The analysis of cultural challenges and opportunities allows us to conclude that these components are an integral part of the activities of hospitality companies. Cultural sensitivity and attentiveness to different cultural characteristics help ensure successful interaction with customers and create a positive impression of the enterprise. Proper management of cultural challenges and the use of cultural opportunities help to attract new customers, increase customer loyalty and expand market opportunities for hospitality business enterprises.

Cross-cultural differences have a significant impact on the perception of service quality. Different cultures have their own standards of service. Some nationalities may be very demanding in terms of quality and level of service, requiring an individualized approach and special attention. Other cultures may be more tolerant and less strict about service details. The enterprise staff should be prepared to adapt to different standards and customer needs. Communication styles may differ across cultures. Some customers may be open and emotional in their interactions, while others may be more reserved and formal.

Table 1 – Cultural challenges and opportunities for hospitality business enterprises

Cultural challenges	
Communication barriers	Language barriers and differences in languages can make it difficult to interact with foreign customers. Cultural differences can also lead to misperceptions and misunderstandings. It is important for staff to be prepared for intercultural communication and to be able to find common ground with guests from different cultures
Differences in expectations and service standards	Different cultures have different standards of service and expectations of the level of hospitality. For example, in some cultures it may be customary not to tip, while in others it is considered necessary. Staff should be aware of differences in cultural practices and provide service that meets customer expectations
Religious and cultural limitations	Some cultures may have limitations on food, alcohol consumption, use of certain services, etc. Hospitality business enterprises should be prepared to respect these limitations and provide alternative options to meet the needs of guests
Stress and culture shock	Guests from foreign countries may experience stress or culture shock due to unfamiliarity with local customs and traditions. Staff should be sensitive to such situations and provide assistance and support to guests to ensure their convenience and comfort.
Cultural opportunities:	
Good impression and loyalty	Guests appreciate enterprises that take an interest in their culture and provide proper service. Knowledge and attentiveness to cultural practices and traditions can create a positive impression on guests and increase loyalty
Expansion of market opportunities	Being culturally aware allows enterprises to attract guests from different countries and cultures, which helps to expand their market opportunities and increase their popularity among different cultural groups
International reputation and image	Hotel and restaurant business enterprises that demonstrate cultural sensitivity and successfully implement intercultural communication strategies are able to gain an international reputation and image and become popular among tourists from all over the world
Development of staff cultural adaptation	Handling guests from different cultures helps to develop cultural adaptation and understanding of different cultures. It expands the cultural knowledge and competencies of staff and helps to provide quality service.

Source: compiled by the authors on the basis of [1,2,3,4,11]

Effective cross-cultural communication requires understanding and accommodating different communication styles and approaches. The use of symbolism and understanding of cultural customs has a great impact on the perception of services. For example, interior design, food on the table, music, and other elements can be perceived differently by different cultures. Hospitality business enterprises should be considerate of such details and adapt to the cultural characteristics of their guests. Being culturally aware and culturally sensitive helps hospitality business enterprises to provide a pleasant and comfortable stay for guests from different cultures. Staff familiarity with cultural traditions, etiquette, and guest preferences can make a great difference in customer satisfaction and loyalty. Involving enterprise staff in cross-cultural training and education helps to expand their knowledge of different cultures and their skills in interacting with consumers from different cultures. Culturally sensitive staff provides more opportunities to build a positive image of the enterprise and customer satisfaction and loyalty. Thus, we can identify key factors that have a direct impact on customer perception of service quality. These include: service standards; interaction and communication; symbols and cultural customs; cultural sensitivity; and cross-cultural staff training.

Conclusion. Ensuring cultural adaptation and the development of cross-cultural skills in hospitality business enterprises is an important condition for successful operation in the business environment. Enterprises that are culturally sensitive and work effectively with consumers create a positive image and have a competitive advantage in the market.

Thus, the success of hospitality business enterprises in a cross-cultural environment depends on their willingness to adapt to different cultural characteristics and understanding the needs of their customers. Studying different cultures, taking into account the factors that affect the quality and perception of services, and developing intercultural skills are essential components of a hospitality success strategy.

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АНАЛІЗ СУЧАСНОГО СТАНУ РИНКУ РЕСТОРАННИХ ПОСЛУГ УКРАЇНИ ТА ХАРКІВСЬКОГО РЕГІОНУ

О.О. Соколовська, А.Е. Радченко, А.О. Пащенко

У статті проаналізовано нинішній стан ринку ресторанних послуг України та Харківського регіону, зокрема м. Харкова. Розглянуто проблеми та перспективи розвитку ресторанної індустрії. Було досліджено широту асортименту ресторанних послуг, які надаються у закладах ресторанного господарства Харкова. В результаті аналізу даних було виявлено зростання кількості закладів різного сегменту та притаманність ресторанному сектору міста перспектив динамічного розвитку.

Ключові слова: індустрія гостинності; заклади ресторанного господарства; об'єкти господарювання; тенденції розвитку.

TRENDS IN THE DEVELOPMENT OF THE RESTAURANT INDUSTRY IN KHARKIV

O. Sokolovska, A. Radchenko, A. Pashchenko

The article analyzes the current state of the restaurant services market in Ukraine and Kharkiv. The key problems and prospects for the development of the hospitality industry in the present are considered. It is emphasized that as a result of the full-scale russian invasion of Ukraine, the hospitality industry has become one of the most damaged sectors of the State's economy, and the conditions for the functioning of restaurant business establishments have become much more complicated. A significant differentiation in the impact of the war on the restaurant business in different regions of Ukraine was found. In addition, it is determined that the restaurant services market has undergone redistribution, and currently the largest number of restaurant establishments is located in the western regions of Ukraine. Having studied the restaurant sector of Kharkiv, it can be noted that, as of today, the