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SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**TOURISM AND HOSPITALITY IN CONDITIONS
OF DIGITAL ECONOMY: PROBLEMS
AND PERSPECTIVES**

Monograph

***Under the general editorship of DSc in Economics,
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The issues of the tourism and hospitality industry growth prospects in the digital economy, the features and specifics of digitalization of business processes, the relationship between the travel and tourism competitiveness index and world digital competitiveness ranking, the use of modern information systems and technologies as well as quality management, internet marketing and advertising in the tourism and hospitality businesses have been considered.

For employees and specialists of the tourism and hospitality industry, lecturers, university and PhD students.

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Section 6. ORGANIZATION OF THE FOOD AND BEVERAGES SERVICES IN A HOTEL

Restaurants are part of the hospitality industry and an integral part of the global tourism industry. In any country restaurant establishments contribute significantly to meeting social, cultural, economic and entertainment needs.

Food and beverages services are among the main sources of the hotel's income. Thus, according to the Head of the food and beverage management department of the Hilton hotel, Kyiv, in 2018 the revenues from restaurant service amounted to 32% of the total profit of the hotel (which corresponds to UAH 52 million per year). Almost every hotel has its own restaurant or cafe which are one of the main divisions of the hotel complex.

Unfortunately, COVID-19 had a devastating effect on the tourism industry in general and on the restaurant industry in particular. The closure of restaurants has caused a crisis in many related areas – food production, agriculture, fisheries and others. For example, a report made by the American National Restaurant Association [9] offers a comprehensive view of the damage the pandemic has caused to the industry and millions of its employees across the country. There are some key conclusions:

- the restaurant industry ended 2020 with total sales of \$ 240 billion lower than the Association's forecast for the year before the pandemic;

- as of December 1, 2020, more than 110,000 restaurants of various levels were closed temporarily or permanently;

- the food sector ended 2020 with jobs almost 2.5 million below coronavirus levels. At the peak of the initial closures, up to 8 million workers were laid off or sent on free leave, according to the Association.

After analyzing the general tendencies in various areas of the restaurant industry, the experts identified the main trends that have affected the restaurant service and continue to change this area:

- restaurants have considered a number of ways to hold traffic and generate revenue. For example, restaurateurs have focused on building businesses off-premises, especially in the full-service segment. About half of the restaurant establishments have allocated more resources to expand this side of their business since the start of the COVID-19 outbreak in March 2020;

- the possibility to order a takeaway or home delivery with the third-party companies set up a drive-through system, improve and enhance packaging for the delivery of ready meals – and these are just a few of the tools used by restaurants to support their business. Thus, during the pandemic, the delivery service in Ukraine began to develop very rapidly. But at the same time some territories are not covered by the services of the delivery companies, sometimes food is not delivered on time and with delays, often hot food is not of the temperature it is supposed to be. In such cases,

restaurants offer discounts or special offers for self-pickup. Millennials and Generation Z are priority audiences for delivery services. They are the ones who, compared to other generations, spend the largest share of their budget on ordering ready-made food. They also have the highest demands: instant delivery, gamification, personalisation and tracking of the delivery process. In the US, for example, pizza from Pizza Hut can be ordered and paid for directly from the car's digital menu, and from Domino's Pizza simply by retweeting the pizza emoji. Pizza Hut had also implemented a digital menu that detects the focus of the customer's eyes and suggests the best ingredients for pizza from 4,896 possible combinations in just 2.5 seconds [9].

Multichannelling in public catering is a combination of online and offline sales. Most offline restaurant establishments that have already adopted this service effectively use their resources to increase sales inviting customers not only to visit the establishment but also order food at home, or place an order and pick it up themselves.

Service styles have also changed. In addition to providing services outside the premises, much of the meal and food intake was also taken outside as far as the weather, the restaurant territory and quarantine restrictions allowed.

The COVID-19 pandemic has in some ways had a positive impact on the restaurant industry. We can see the acceleration of the technology development and implementation: the use of contactless and mobile payment methods, mandatory electronic menu available by QR-code, the possibility of online orders and online payments, the creation of special applications, inevitable expanding of the presence in social networks and messengers have become crucial for survival of many enterprises. 40% of entrepreneurs in the restaurant industry (in all segments – from luxury restaurants to cafes and snack bars) have confirmed the addition of technological solutions to their business [9].

Slowing down of business processes and restrictions on the ability of food consumption indoors have forced entrepreneurs to reduce stocks of food and raw materials, streamline menus and develop new menu offerings that are in greater demand, can be prepared by smaller teams and are easier to deliver to customers. The implementation of the contemporary technologies such as RFID-technology (Radio Frequency Identification), which help to effectively manage stocks and their movement, to set up a system for personnel control and work with customers, to identify the most popular dishes, the level of satisfaction with service and ways of improving online services.

Some restaurateurs have significantly expanded the menu range by offering ready-made sets for breakfast, lunch, dinner, etc. for different groups of consumers (vegan, Muslim, lactose-free, dietary, kosher dishes) and even offered groceries and food items – everything that was in demand and everything that consumers were willing to buy. Of course, the most popular

have been and still are burgers, pizza, noodles, sushi, a variety of snacks, i.e. food that is convenient to eat outside the restaurant and in cramped conditions.

At the same time, during the summer period 2021 between severe lockdowns and the relatively steady epidemiological situation in Ukraine, the country was visited by tourists from Arab countries, such as Saudi Arabia, Qatar, Lebanon, Sudan etc. Thus, according to Vitaliy Tytovets [10], head of the Boryspil-1 border service department, almost 30,000 of such foreign tourists entered Ukraine as of August 26, 2021. The State Tourism Agency of Ukraine considers the countries of the Persian Gulf a promising direction for the industry affected by coronavirus restrictions. In June, 2021 the agency invited representatives of Saudi travel agencies to undertake a tour around Ukraine, and their positive feedback on Ukrainian nature and Ukrainian cuisine, as well as hospitality, led to an increase in tourist flows from this geographical area.

The tourism industry reacted immediately to this opportunities having proposed not only special halal dishes in restaurants and cafes, but also proposing menus translated into Arab language with the indication of dishes cooked in accordance with the prescribed Shariah rules important for Muslims. It is only natural that in hotels welcoming tourists from Arab countries all the titles of buffet breakfast also have variants in Arab language. And this tendency will only encrease.

Prior to the pandemic, it was predicted that the restaurant and food industries would continue to provide high levels of employment in this area. But the effects of restrictions due to the coronavirus led to a drop in staff employment in all segments of the restaurant business and affected the most efficient group of people aged from 18 to 45 years.

During the pandemic, restaurants suffered more than any other industry and are likely to have the longest employment and development recovery period to reach the levels of the pre-coronavirus development rates.

Nevertheless, it should be noted that most restaurant owners and managers have significant creative potential, they are able to be flexible and are ready to adapt to drastic changes, they are fast in their response and have a desire to resume and improve their own business. Restaurant businesses have been able to adapt for the sake of survival and have already set new trends that will continue into the post-pandemic period.

The most obvious trend is the emphasis on health and safety. During the pandemic, strengthening health measures was and is a necessity introduced by the government. After a pandemic, some measures (such as wearing a mask, for example, or a large distance between visitors) will become optional, but most of them will remain a factor in preventing future risks (frequent hand washing, disinfectants for guests and proactive sanitation and hygiene). Increasingly popular are special metal utensils and metal coating

with nanoparticles for sterilization and disinfection of kitchen equipment. In this way, health care protocols reach a new scientific level.

The second trend is an increasing focus on technology and innovation. Innovations such as e-menus do not only make restaurants safer but also more efficient, and efficiency gains will be crucial in the nearest future. Even smaller cafes and establishments attract various technologies because this experience satisfies customers more and increases their loyalty to the establishment.

After a while, the industry will move from digital services to automation. The work is already crucial in food packaging plants. Robotic cashiers and cleaners will help companies serve more guests faster and more efficiently.

Restaurateurs should also focus on the Internet marketing tools which nowadays not only stimulate promotion of the restaurant product, the restaurant business itself and its brand through the use of social media, the content of which is created or updated through the the social media marketing (SMM), but sometimes serve as the most effective way of the restaurant product sales and efficient mode of communication between the customers and restaurant staff.

The appropriate SMM aims at attracting more and more of supporters, expanding the target audience, developing, improving and protecting the company's reputation by building consumer loyalty to the brand. The social media audience is now being compared to the TV audience, however more focused and responsive. The social media reach, through direct and covert interaction, a target group of users.

Among the popular platforms used by consumers are not only the popular "Facebook", "Instagram" and "Twitter", but also the social Internet and photo hosting service Pinterest, the business social network LinkedIn, microblogging services "Tumblr" and "Flickr", the video hosting sites "YouTube" and "Vimeo", the new video posting formats "Coub", "Vine", as well as the personal messengers "WhatsApp", "Viber" and "Telegram".

The above-mentioned features of service in restaurants during the COVID-19 pandemic are also valid when organizing meals in hotels. Thus, it is necessary to conduct temperature screening of guests and staff, information on the prevention of coronavirus infection is placed on the stands at the entrance to the hotel and restaurant, it is mandatory to organize racks for hands disinfection in a well visible place, wearing protective masks and personal protective equipment in public places. Meals are provided by delivery to rooms or in open areas in compliance with all epidemiological standards. The distance between the tables should be at least 1.5 m, there should be no more than four people at the table at a time (not including children under 14 years) [5]. The new resolution issued by the Chief State Sanitary Physician of Ukraine [11] additionally specifies duties of:

- a business entity has to ensure the fulfillment of conditions to prevent the formation of queues and crowds of visitors; constant availability of liquid soap, antiseptic and paper towels in the sanitary/nursery rooms, the use of

reusable towels is prohibited; damp cleaning of production areas and surfaces of contact of the personnel and customers' hands (door handles, seating areas, sinks, tables, etc.); using detergents and disinfectants (at the end of the shift) at least every 2 hours, before the opening and after the end of the working day/shift; centralized collection and disposal of used personal protective equipment (PPE), paper tissues in separate containers/urns (cardboard or plastic), with lids and plastic bags; personnel of the restaurant/cafe must be provided with PPE at the rate of 1 protective mask per 3 hours of work, there has to be a stock of PPE available for at least 2 working days;

- the personnel of the establishment is allowed to work with the use of PPE, after the temperature screening. If an employee has a body temperature over 37.2 ° C or demonstrate the signs of acute respiratory illness (ARI), the employee is not allowed to work and is recommended to seek medical assistance. After each removal of PPE and before putting a clean PPE on, the employees must thoroughly wash their hands with soap and water or clean them with an antiseptic. Personnel also must wash their hands regularly with liquid soap or clean them with alcohol-containing antiseptics at least once every 3 hours and after visiting public places; refrain from touching the face with the hands; refrain from contact with persons with symptoms of respiratory illnesses - cough, fever, body aches; self-isolate when symptoms of respiratory illness occur;

- organisation of the work of an establishment: inside (at the entrance) of the establishment and/or near the place of give-away (when the establishment operates as a take away outlet) the places for handwash with alcohol-based antiseptics should be arranged. The visitors' body temperature is measured by the non-contact method; the visitor is not allowed to the establishment in the case of body temperature over 37.2 ° C or with the signs of acute respiratory infections; places of potential crowding are marked with the signs of obligatory queueing with the distance observance between customers; accommodation of visitors in accordance with the requirements established by CMU should be ensured; menus are placed for non-contact viewing at the entrance or the place of an order taking; the orders are made in reusable dishes only if there are conditions for mechanized washing of dishes with the use of a dishwashing machine; it is allowed to use disposable dishes made of cardboard or paper. Drinkware and drink extras (sugar, stirrers, tubes, etc.) must be in individual packaging; the availability of cashless (contactless) payment;

- visitors have to: wash their hands with an antiseptic before entering the catering facility; wear a respirator or protective mask covering the nose and mouth, including selfmade (except while sitting at the table for of eating and/or drinking); adhere to the requirements provided by the CMU.

Besides, in red zones, in order to visit a restaurant or a hotel, all the guests should have a vaccination certificate or negative PCR test, which is valid for 72 hours, the same is applied to the staff.

It should be noted that the rules of restaurant service in the hotel are temporary and vary depending on the level of contamination of the territory and the general situation in the country.

1. The special features of hotel catering

When deciding whether or not to provide catering services in the hotel, and if so, how many restaurants are needed for the hotel and what will be the level of service offered, owners and managers must determine the goals and missions of the restaurant service process in the hotel:

- to provide an appropriate level of restaurant services for guests of the establishment;

- to support the general purpose of the hotel;

- to help the hotel to gain a competitive advantage over other accommodation establishments;

- to function fruitfully and efficiently for the purpose of making a profit.

It is difficult to provide a generalized description of the organization of catering in the hotel due to the great variety of accommodation establishments.

The resort hotel, for example, will focus on functional restaurants that can accommodate a large number of vacationers and entertainment outlets, such as restaurants, bars, lounge areas, coffee shops, banquet halls. The resort provides all the facilities for entertainment and relaxation of guests, focusing on specialized restaurants and room service. Managers of resort hotel complexes face problems of seasonality as both hotels and restaurants in these hotels are, as a rule, located in hard-to-reach areas which considerably affects operating costs.

Conference hotels have large conference rooms and offer more services for a variety of events such as banquets, buffets, coffee breaks.

This section is based on the example of the work of the Hilton Kyiv business hotel where the author underwent an internship in 2019.

Catering services in hotel restaurants consist of several processes:

- production – cooking in the kitchen;

- trade – sale of ready-to-eat meals, alcoholic and soft drinks;

- service – serving guests in a restaurant, bar, café or hotel rooms.

The food service has the following structural subdivisions: kitchen, food and drink venues (restaurant, cafe, bars, cafeterias, canteens, etc.), banquet service (event service), room service.

The food and beverage service of a large hotel is headed by a director or manager of food and beverage management who is subordinate to the hotel director or manager. The director of the food service cooperates with the kitchen and the procurement department to order components for cooking and beverages, directly supervises the managers of food companies, the head of the cleaning and dishes washing subsection, the manager of the event service.

According to DSTU 4281: 2004 "Restaurants. Classification" [1], restaurants are divided into restaurants and bars (luxury, premium, first class) and cafes, canteens, snack bars, cafeterias. Each establishment of the catering trade is characterized by a combination of indicators: menu, quality and quantity of dishes, professional level of staff, interior design and furnishings, form of waiter service, duration of service (time from order to dish serving), availability of additional services, functional purpose of the establishments of the catering trade, prices. The organization of the hotel's food and beverage service depends on the hotel size, the hotel type and the list of services it provides.

In four- and five-star hotels, in accordance with DSTU 4269: 2003 "Tourist services. Classification of hotels" [3], premises for providing food services must meet the following requirements:

- restaurant or cafe: the number of seats is not less than 75% of the number of guests that the hotel can accommodate;

- restaurant, several halls, separate rooms: the number of tables is not less than 75% of the number of rooms; service class should not be lower than "higher";

- banquet hall (s), possibly convertible into a conference hall;

- bar;

- additional bar in the reception area;

- separate premise for staff catering.

Besides, the catering services of such hotels must include the possibility of providing breakfast, operation of at least one bar around the clock, 24-hour room service. Luxury restaurants are characterized by luxury interior, high level of comfort, professionalism of staff, a wide range of services provided to visitors and, of course, a huge range of original and special dishes. The luxury bars are filled with signature gourmet drinks and cocktails.

Services in the premium hotel are characterized in a similar way.

From the first class hotel the guests expect a comfortable hall, staff attention, a wide range of dishes. Drinks and cocktails at the bar are less expensive than in previous classes. Thus, the first class hotel is the most affordable to the average citizen.

The additional factors that affect the organization of food and beverage service are the category of guests staying at the hotel; the purpose for which they travel – leisure or business; the hotel location – in the center or on the outskirts; type of a hotel – a regular hotel, resort hotel or one that specializes in business visitors; product range (specialization); whether there is access for non-hotel residents to its restaurant and bars; the form of service provided and the level of guest service.

As a rule, most hotels earn extra income by attracting locals to their restaurants, especially in large cities, when organizing celebrations, events, banquets, etc. The main task of the food and beverage manager is to organize the work of this segment in such a way as to constantly provide exactly those services that will attract the attention of the largest number of

guests. Nowadays, there is a tendency to create special conditions for guests' rest and leisure in the restaurant to create a special unforgettable atmosphere: the involvement of famous chefs as the hotel's additional competitive advantage; gifts, playgrounds and recreation areas for children where they are entertained and supervised by specially trained staff; themed lunches and brunches with unlimited drinks, live music, entertainment program; culinary schools at the hotel restaurants; wireless electronic menus that are updated in real time and provide complete nutrition information about dishes including proteins, fats, carbohydrates within the daily calorie limit.

The meal plan depends on various factors, such as country, hotel category and specialisation category of guests, the ratio of the number of rooms in the hotel and seats in the restaurant and some other factors. Currently, the type of catering provided is indicated by Latin letters (BB, HB, FB) which can be found in the hotel catalog or in the description of the tour if we talk about the resort hotel.

The existing division of restaurants into classes is very general. In fact, there is a large number of food schemes in the hotel. The main ones are the following [8]:

BO, OB (only bed) – meal is not provided.

BB (bed and breakfast) – only breakfast is proposed. There are the following types of breakfasts:

a) continental breakfast – a light breakfast consisting of coffee or tea, juice, rolls, butter and jam;

b) English breakfast – a full breakfast, usually includes fruit juice, scrambled eggs with ham, toast, butter, jam, coffee and tea;

c) American bullet – similar to continental breakfast + various platters (sausage, meat, cheese) and hot dishes (scrambled eggs, sausages, omelet with bacon or meat);

HB (half board) – the host offers only breakfast and lunch (buffet), free tea, coffee, water for breakfast.

HB + (half board plus) – extended half board, breakfast and dinner (buffet) are provided, besides free alcoholic and non-alcoholic local drinks are also offered.

FB (full board) – the hotel provides all three daily meals. The main difference from the “all inclusive” system is that during breakfast only soft drinks are served free of charge, at lunch and dinner time all drinks must be paid for additionally.

FB + (full board plus) – includes breakfast, lunch, dinner and alcoholic drinks of local production during the evening meal.

AI (all inclusive) – includes breakfast, lunch, dinner, locally produced alcoholic and soft drinks, tea and coffee at certain times during the day. Additional food between main meals is also offered.

MAI (mini all inclusive) – is a full board, locally produced drinks are offered not only during meals but in limited quantities during the day.

UAI (ultra all-inclusive) – food is provided during the whole day with a wide selection of dishes, including alcoholic beverages of local and foreign production.

“A-la carte” is a menu in which each dish is listed with a price, weight and nutrition value and the guests order as they wish. The guests are served by the waiter / waitress in the pleasant atmosphere. The restaurants of this type are often themed (Mexican, Italian, Japanese and so on) and are of higher level of individual service, gourmet meals and fine beverages.

“A part” is a type of restaurant service when guests, having made an order in advance, are served in a set period of time. This method of service is often used in holiday homes and resort hotels.

“Table d’hote” is a form of waiter service for groups of tourists for lunch or dinner with a limited range of dishes at pre-set tables for 4, 6, 8 people. “Table d’hote” differs from “A part” in that all guests are served at the same time and on the same menu. The service begins when all the guests gather at the table. It is often used in boarding houses, rest homes, recreation centers, other accommodation facilities where food production capacity and kitchen capabilities are quite limited.

A very popular means of service in hotels is a buffet – a system of serving meals when food is placed in rows in a restaurant or in a special hall (during a reception, seminar, conference or any other event) and visitors usually serve themselves, although some assistance on the part of restaurant staff is also provided (Fig. 1).



Fig. 1. Organization of a buffet
(© Hilton, © Ahmedova Olena, 2019)

This type of catering is common when serving a large number of people, especially breakfasts, which are attended by most hotel guests.

There are certain rules of the buffet service: on a separate (serving) table all the necessary utensils and tableware are placed: glasses, cups, cutlery, clean portion plates of different sizes, salt cellars, cups, pepper castors, saucepans, napkins. Snack plates are placed in stacks of 10-12 pieces at the rate of two plates for each guest. The pie plates are stuck up in the same way. Glasses, goblets, wine glasses are placed in two rows in symmetrical groups. Drinks are placed next to glasses [4].

The serving items are placed radially on the round serving tables. There should not be many items on the tables and they must not be overloaded with food.

The coffee machine must be switched on, the coffee must be freshly ground. The choice of tea, including herbal teas, is fully provided. Sugar (white, brown, sugar substitute), honey, sliced lemon, several types of jam, hot milk in sufficient quantities, a bucket of ice, etc have also be prepared in advance.

The buffet menu includes several types of salads, cold appetizers, special dishes, hot snacks, desserts and fruits (Fig. 2). The menu and serving of dishes are determined by the level and purpose of the reception.



Fig. 2. Serving hot dishes at the buffet
(© Hilton, © Ahmedova Olena, 2019)

Several waiters who assist guests in putting food on the plates, pouring tea, coffee or juice, recommending on menu items always stand at these tables. The waiters are also obliged to inform the kitchen in time about the products that are running out (food warmers and platters with dishes should not be empty by more than 1/3). Products must be replenished and freshened as needed throughout the service period.

During this service, guest tables are served according to the hotel standards and/or meal times. Standard serving may include:

cutlery (plate, fork, knife);
a glass for water/juice;
filled sugar bowl;
filled salt and pepper castors;
a napkin for utensils and a napkin for the guest;
a vase with flowers or a central decorative ornament (Fig. 3).



Fig. 3. Table setting for breakfast
(© Hilton, © Ahmedova Olena, 2019)

Food must be stored at the correct temperature in accordance with current legislation and regulations of sanitation / safety / hygiene / health care. It is also necessary to make sure that the juices and all products have an appropriate expiration date, refrigerators are completely filled with everything necessary within the restaurant.

Waiters should always check that there are enough plates, bowls, cups and cutlery, tea and coffee cups and saucers on the serving tables.

Some hotels also offer special menus (vegetarian, Muslim, kosher, vegan, low-carb, etc.), children's menu and/or baby products. But the main thing is the high quality of service and the creation of a positive image of the hotel restaurant (Fig. 4).



Fig. 4. Creative good-day wishes to guests by hotel staff
(© Hilton, © Ahmedova Olena, 2019)

Each hotel has a standard preparation procedure for meeting guests, which includes cleaning, rational arrangement of chairs, armchairs, shelves for dishes and table linen, serving tables for waiters, arrangement of utensils and cutlery, special table setting if this is required by the restaurant rules. The furniture is arranged in such a way as to create comfortable and convenient conditions for the rest of consumers and the work of staff, as well as for the most efficient use of retail space. As a rule, round tables are placed in the center, rectangular and square are put near the walls. The central passage in the hall of the restaurant should be at least 2 meters, side aisles between groups of tables are around 1.0 – 1.5 meters. The recommended distance between individual tables is 0.70 – 0.75 meters [7].

Restaurants in luxury hotels have their own creative concept which is also subject to the location of furniture regardless of its shape and size. The distance between the tables is usually much larger than above stated in order to create a certain individualized atmosphere of luxury and exclusivity of the hotel and restaurant, and the service provided.

The responsibilities of the restaurant staff include the following standard operating procedures:

- 1) Before receiving guests it is necessary:
 - to make sure the administrator / hostess desk is clean, repaired, neat and tidy;
 - to make sure that the entrance area is clean and tidy (no fingerprints on doors, windows, mirrors, the floor and carpets are clean and dry, etc.);
 - to make sure that all the furniture is located correctly and in accordance with the layout plan;

to make sure that tableware and utensils, glasses, table linen are in good condition and in sufficient quantity are available at the service counters / serving tables for waiters to ensure fast uninterrupted service;

service racks / serving tables are kept clean, filled with the necessary equipment, quickly cleaned of dirty dishes and linen during the service period;

POS-terminals, their cells, screens and printers are clean and contain a sufficient amount of cash register tape for printing checks;

tables are arranged according to the hotel standards and/or depending on the meal period;

the tables must be free of dirty dishes, disinfected and re-covered within five minutes of the guests leaving the table;

the menu must be in good condition, accurate and include only those dishes that are available;

all team members must be on shift; in case of absence or delay of any of the team members, the team leader must take appropriate measures to ensure that guests do not feel discomfort from lack of staff;

all team members must be dressed in appropriate uniforms and meet the standards of appearance adopted in the hotel and restaurant complex.

In addition, restaurant staff, as a rule, is instructed daily before the start of each shift to discuss all important topics (availability of products, special events, additional sales, VIP services, table reservations, problem situations related to the behavior of guests or staff, etc.).

2) During the reception of guests it is necessary:

to greet the guest with a smile and keep an eye contact with them within 15 seconds; it is desirable to greet children at eye level, i.e. to sit down or bend down;

to show with a look or words that the staff is aware of the guest's presence if the staff cannot pay attention to the guest immediately, then apologize for making the guest wait;

to greet the guest by name, if possible;

to help the guest with outerwear / heavy or bulky items;

to offer a newspaper (for luxury hotels it is the norm to propose at least one local and two international newspapers).

3) When placing a guest at the table it is necessary:

to ask the guest if he/ she has any preferences for the location of the table, to wait for confirmation of the proposed table, otherwise to offer another one, if there are any, or ask to wait, always specifying the approximate waiting time;

to offer the guest free coffee or juice in the lounge area or in the hotel lobby if the waiting time exceeds 5 minutes;

to pay special attention to the visitor who came alone: offer him/her reading materials, it is better not to place such guest near doors or toilets or in the middle of a restaurant;

to provide the guests with special needs with everything they need (to help a person in a wheelchair, to offer a child seat, children's menu, if it is available, as well as toys, pencils and coloring books for a child of the appropriate age);

to lead the guest to the table at a pleasant pace for him/her, try to communicate with the guest, do not turn the back on the guest;

to tell the guest the waiter's name and wish him/her a pleasant time and stay.

4) When accepting an order, the waiter has to:

approach the table 1 minute after the guests sat down at the table;

introduce oneself;

unroll the napkins and put them on the knees of the guests;

submit the unfolded menu first to women and the oldest, offer a bar menu to the oldest man, or put it unfolded on the edge of the table; during the period of restrictions due to the spread of coronavirus infection, invite guests to use the QR-code to download the electronic menu;

offer guests sparkling water or still water;

offer guests coffee, tea, freshly squeezed orange juice, other drinks in a minute after guests settled down at the table;

if the guest is having breakfast at the hotel for the first time, explain to him/her in detail how the buffet and the "à la carte" breakfast menu work (if necessary, inform about seasonal and daily offers);

recommend special dishes, such as a dish of the day or special dish from the chef, inform the guest about any menu items that are currently unavailable;

explain the wine concept of the restaurant, offer special drinks, invite a sommelier, if such a position exists in the restaurant; show the guest a label on a bottle of wine, offer the head of the table to try the wine, wait for approval; during the tasting to explain from which region the wine was delivered, year, origin, special notes of taste; serve wine and fill the first glasses immediately after ordering; serve wine slowly, with obligatory explanations of consistency, color, aroma, tartness, taste, etc.;

accept the order within 3 minutes after the guests have received the menu (starting with children, women, the oldest), indicate the approximate time of service, repeat the guests' order; if guests are not ready to make an order, offer help in choosing, be ready to comment on ingredients of any dish, wait at some distance from the table while guests decide on the choice;

make sure that the kitchen has received orders and special wishes from guests;

offer additional alcoholic beverages, desserts, ice cream, coffee.

5) During the service the waiter has to:

make sure that all the appropriate cutlery and crockery is in place before serving the dishes;

serve women first (if there are children, to serve them first);

serve continental breakfast within five minutes, and hot dishes from the kitchen within 8-10 minutes after ordering;

for complex dishes the cooking time is 20 – 30 minutes, but the first dishes should be served within 10 – 15 minutes after ordering;

remove used utensils, napkins, any other items that are no longer used from the table within two minutes;

ask if the guests liked the dishes after each serving and during the first two minutes;

offer another dish if there are certain problems or solve the problem in any other way.

6) Presenting a check and saying farewell:

the bill must be brought within 3 minutes after the guest's request, before that it is specified how the guest wants to pay – by card or cash;

the check is submitted in a special branded folder or box of the restaurant together with a pen with a branded inscription if the guest is asked to fill out a form of evaluation and satisfaction with the services provided;

if necessary, offer guests help with outerwear and things;

lead the guest out of the restaurant, politely thank the guest and wish him / her a good day.

All team members should maintain eye contact with guests, smile, and offer help to the guest but not be intrusive.

The hotel management pays great attention to the appearance of employees because the general appearance of the staff represents the appearance of the hotel. Each employee makes a clear impression on each of the guests and can either improve or worsen the overall concept and guests' perceiving of the hotel and restaurant (Fig. 5).



Fig. 5. Leaflet for staff on standards of appearance in the hotel and restaurant
(© Hilton, © Ahmedova Olena, 2019)

All employees must wear uniforms in accordance with their position, always be clean, tidy, with a with a good haircut, low-key make-up and manicure, and so on.

2. Organization of room service.

Room service is provided by a separate service which has its own premises equipped with the necessary appliances, utensils, napkins, spice sets, table decorations, champagne coolers, etc.; specially trained staff; special equipment; carefully developed technological sequence of services. Most four- and five-star hotels provide 24-hour room service, and some offer this service from 07:00 until 23:00. Due to the growing competition, room service is becoming a common service even in lower category hotels.

Guests can order food and drinks from a special menu in the hotel room. This is usually a separate a la carte menu, decorated in the style of the hotel called «In-room dining», which is printed in two or more languages depending on the nationality of the better part of guests. The general structure of the room service is as follows: breakfast, day menu, night menu, local cuisine, children's menu, alcoholic and soft drinks. The time when the service is provided, phone of the dispatcher or the button for the order is indicated under the name of each section. The time of the order preparation and delivery should not exceed 20-30 minutes, the customer should be informed about the additional time of preparation of complex dishes [7].

It should be noted that hotels pay great attention to breakfast as one of the main meals, and develop several options for different tastes. Along with the «In-room dining» menu, the breakfast menu is printed on cardboard for pre-order and single use, with a special hole that allows the guest to hang it on the door handle outside the room. The resident notes the dishes with the desired ingredients to his liking, drinks and serving time, as well as the name, room number, number of breakfasts, date and additional wishes, if there are any. Orders should usually be made and placed on the door handle before 2 – 3 a.m.

Orders, even complex, consisting of several dishes, are delivered in full at once, so as not to cause discomfort to the guest. An exception is made when a guest asks to serve food in a certain sequence.

Delivery is made by one or two waiters depending on the volume of the order, the category of the hotel, the status of the guest [4]. Room service staff must have special knowledge and skills, namely: features of receiving and transmitting orders for production, serving a trolley or table, receiving and transporting orders to the room, rules of conduct in front of the room and in the room, rules of communication, peculiarities of service, features of tableware cleaning.

Special equipment and tableware are used to deliver orders to the room. The order can be delivered on a tray, on a table, or on a special serving cart. The upper part of this trolley has additional elements that can be raised in

the room and thus turn the trolley into a comfortable table for serving. Besides, the carts with bottle holders, thermal containers, food warmers, equipped with heated surfaces or special serving tools with cooling elements are also used for room service. In order to comply with the hygiene and sanitation rules, all containers with drinks and food are covered with special lids during the delivery. In addition, the prepared order should be delivered to the room as soon as possible to preserve the taste, temperature and presentability of dishes. At the guest's request, the waiter can serve dishes on a room coffee table or desk, or leave a trolley in the room. The serving rules remain the same as in the restaurant. Used utensils and tableware are removed from the room in agreement with the client's wishes or during the planned cleaning of the room.

Room service can be ordered as part of the breakfast included into the room price or is an additional service usually paid for separately. Delivery of orders is often free of charge, and prices for dishes correspond to those in the restaurant or differ only slightly. The guest signs the bill brought by the waiter and pays it at the reception when leaving the hotel.

In addition to delivering drinks and meals to the room, to the functions of room-service often include preparing rooms for the arrival of VIP guests, as well as checking the minibars in the rooms and replenishing their stocks as needed. The variety of contents of the mini-bar depends on the category of the hotel, the main items are: sparkling and still mineral water (0.33 liters); juices (0.2); popular soft drinks (Coca-Cola, Pepsi); alcohol (beer, and in premium hotels whiskey, rum, tequila); chocolate, chips, nuts [6]. There is always a card with a list of goods and prices next to the mini-bar or in the folder with information about the conditions of stay in the hotel.

Prior to the arrival of the VIP guest, the room-service staff deliver a tray with flowers, a greeting card, three types of fruit, additional bottles of sparkling and still water, etc. If such a guest travels with a child, he/she can also expect minor pleasantries in the form of a toy or children's set (pencils, coloring book, baby shampoo and soap).

To maintain the guest's loyalty to the hotel, employees try to get the most comprehensive information about him/her. Thus, in high-class hotels the staff will not miss the opportunity to congratulate the guest on a professional or public holiday. If the guest's birthday falls on the period of stay in the hotel, they try to pay maximum attention to him/her. Depending on the hotel's policy, the guest room is provided with a greeting card, flowers, fruits, a cooler with a bottle of champagne, a piece of cake or other dessert, a small branded souvenir (Fig. 6).



Fig. 6. Greeting a VIP guest on his birthday
(© Hilton, © Ahmedova Olena, 2019)

3. Features of hotel bars operation.

Bar service is to provide customers with alcohol and soft drinks. The bars can also prepare drinks for the restaurant. Such bars are called service («servicebars»). The main purpose of the bar is entertainment and leisure, so musical accompaniment is mandatory (Fig. 7). The menu at the bar is based on snacks. Waiter service is partial. There are no additional services. Prices are usually quite high.

Bar service places high demands on the work of bartenders, who must know and recommend branded spirits, specialties, liqueurs, wines, champagne, cocktails, all menu items and their ingredients, be aware of the special diets.

The success of the bartender, by and large, depends on the level of his openness, sociability and contact. The service begins with building a rapport, striking up a conversation with the guest, so a smile, sincere interest make the guest feel more relaxed and comfortable, which usually increases the average check, but at the same time the bartender should respect the guest's need for privacy and avoid being annoying or intruding.



Fig. 7. Lounge area in the bar
(© Hilton, © Ahmedova Olena, 2019)

The drink order should be performed within 3 minutes from the moment the guest sits down at the table or bar counter, the drink is served together with a branded cocktail napkin or glass mats. The bar always serves extra snacks to the drinks ordered. Snack plates should be full, snacks are always fresh. If nuts or olives are served, a special plate for shells and stones is provided.

All glassware, cups, crockery and utensils must be clean and disinfected, free of stains, streaks, lipstick residues, without cracks and scratches.

The bartender or waiter must follow the following rules when serving guests:

1) when serving cold drinks:

place a branded cocktail napkin or glass mat in front of the guest so that the restaurant logo is directed to the guest;

if the drink is not pre-poured, it is poured at the table, the glasses are filled by 2/3, the bottle is left on the table and the bottle label is directed to the guest;

2) when serving hot drinks:

the tea cup and saucer are placed so that the cup handle and the teaspoon are placed on the right side;

the tea from a teapot is poured only after the guest's permission, the cup is filled only by 2/3;

a teapot, milk / cream container are arranged so that the handles are directed to the guest;

the coffee cup and saucer are placed so that the cup handle is on the right side and the spoon is parallel to the handle;

white and brown sugar, artificial sweetener should be available; small utensils (not a saucer) for a used tea bag should also be provided.

If the guest's glass is empty by 1/3, it is necessary to add a drink or offer a new one. Light snacks should be ready within 10 – 15 minutes after ordering, for hot dishes the appropriate time is 25 – 30 minutes.

Currently, the concept of bar has been significantly transformed. There are many types of bars: they vary from formal bars to club bars, pubs, wine bars, beach bars, phyto-bars, cocktail bars, sushi bars, milk-bars etc. The only thing that allows these restaurants to be called a bar is the availability of the main attribute of bars – a bar counter (Fig. 8). Bars have become an informal meeting place, a popular venue for various events, fashion shows, celebrity gatherings, pre- and post-parties of major city/resort events. In hotels, bars can be located everywhere: in the lobby – lobby bars, lounge bars at restaurants, bars in swimming pools, conference halls, banquet halls, fitness centers, etc. [8]. The bars located on the territory of the hotel complex offer soft and alcoholic drinks, light snacks. Outdoor bars are open in warm weather and on weekends, they can also operate during various presentations, concerts and parties. Due to the large number of visitors during such events, the safety of guests always plays an important role.

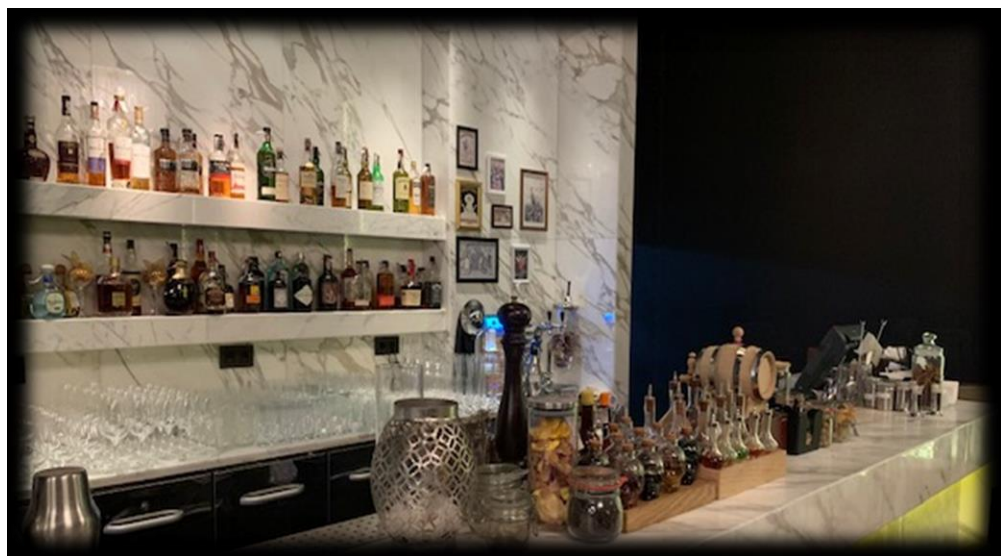


Fig. 8. Bar counter design
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Hotels with two or more bars usually have a separate bar and beverage service, which reports to the food and beverage department. This service coordinates all issues related to alcoholic beverages, beer and wine. The head of the department is responsible for the acquisition, receipt, storage and issuance of alcohol stocks, as well as is responsible for the management of these stocks. The duties of the head of the bar and beverage service also

include hiring and training subordinate staff, scheduling and supervising the overall operation of the bars. His/her functions also include: promotion of various bar and beverage services; coordination of requests of other hotel /restaurant subdivisions that need drinks, such as banquets or room service; compliance with the state and local laws and regulations [6].

4. Organising event services.

Business hotels are most often located in places of business activity – large economic centers. Guests of business hotels are usually visitors and participants of conferences, seminars, and other business events. Accordingly, additional functions of the restaurant at such hotels include business lunches, coffee breaks, buffets, banquets and presentations, regular or gala dinners.

The food and beverage department works closely with the event department which prepares conference rooms and other facilities for various events and the kitchen where meals are prepared. The coordinated work of all departments and services is an integral part of the success of any event.

The food and beverage department is informed in advance about the dates and schedule of the event, the number of participants. If meals are planned in the hotel restaurant, the time of visiting the restaurant, the cost of the daily menu and the order of calculation are determined. The menu for participants of such events is made in advance and coordinated with the customer – the representative of the corresponding organization. As the rule various options of complex breakfasts, lunches, dinners are offered. The administration of the restaurant, given the need to simultaneously serve a large number of people with limited time, should ensure waiters' fast and well coordinated teamwork. For this purpose the specific schedule of the service personnel work is specified. The number of waiters is determined at the rate that one waiter can serve no more than 8 people at a time. It is recommended to have a few extra workers for collecting tableware and glasses, so that the waiters could be engaged only in serving the dishes and calculations with visitors.

To speed up the service, the tables are served in advance. Breakfast includes pastries, cups for tea or coffee, rosettes with jam, sugar, dairy products. During the service tea can be served in teapots, coffee in coffee pots so that guests could help themselves to the drinks without assistance. The bread is cut and placed on plates or in the breadbasket, covered with linen napkins and placed on the table.

Bottles (chilled and wiped) with soft drinks, fruit, bread, snacks on plates or in salad bowls, as well as sweet dishes (compote, jelly, mousse, cream, jelly) are placed on the tables before lunch.

In between meetings, there may be a bar-buffet organized at the venue. When organizing meals during events, it is necessary to distinguish between the concepts of buffets and stand-up receptions. Both formats assume that

guests will spend most of their time talking to each other or having fun, so a separate table is not planned for each guest. However, the buffet service includes tables and chairs for seating guests, during the stand-up receptions guests are treated while standing at high tables. Besides? During this service there are mainly products that are easy to take by hand without the use of cutlery, such as canapes, sandwiches, salads in tartlets, cupcakes, cookies, etc. All dishes at the buffet and stand-up receptions must be marked in English and local languages.

Two or more tables of 2 – 6 m long are usually used for the buffet or stand-up reception depending on the number of participants, the area and shape of the room. The tables are covered with tablecloths. Cold snacks in small portions (in salad bowls), bread, portioned gastronomic goods on big dishes, sandwiches, pies covered with a polyethylene film, and fruit, cakes in vases are put on tables (Fig. 9). thermoses with coffee, broth, cups for broth and coffee, jugs of juice are put at the table ends.



Fig. 9. Organising a conference buffet
(© Hilton, © Ahmedova Olena, 2019)

Near the buffet tables there are usually smaller tables where piles of snack and pie plates are arranged, snack forks, spoons and knives are placed in groups, glasses for alcoholic and non-alcoholic drinks are ranked in rows. Paper napkins are placed in small stacks. Bottles with sparkling and still water, beer, wine, champagne, canned beverages (Sprite, Coca-Cola, etc.) are placed on additional tables. Each table is served by two or three waiters: they take care of product replenishment, clean the used ware and devices and replenish their stocks.

If a large number of guests is supposed to attend the event, the event service manager asks the food and beverage department manager to hire additional staff from outsourcing companies in advance because the

selection of staff takes up to one or two days. Employees' experience is conditioned by scale and importance of the event or a client's special requirements. Outsourcing in the restaurant business allows saving on salaries for permanent employees without compromising the quality of the services provided. It is also an opportunity to add staff during the "wedding season", for the period of New Year's Eve corporate parties, to serve events with a large number of guests. The cost of professional chefs and waiters hired under such agreements is significantly lower than the cost of permanent staff because it is calculated in hours. The team will work only at certain times, thus, the owner of the restaurant will not have to pay for forced downtime when there are no large orders and events. As the rule, the restaurant signs a short or a long term contract with the outsourcing company where all details of cooperation, terms and conditions are agreed in advance and specified in the contract. For the event service manager it is really important to instruct and assign all employees with definite responsibilities before the event in order to achieve maximum efficiency and full satisfaction of guests.

A coffee break is an essential part of even a short meeting. Coffee is an iconic drink for the business world. Over a cup of coffee, important contracts are signed, business connections are made and pressing issues are discussed. Sometimes a coffee break can do more for business than a busy meeting or conference. Perhaps this is why coffee breaks have become a tradition in business circles. A coffee break is a short break during a formal event. The purpose of the break is to recuperate, have a snack and socialise with colleagues and partners in an informal atmosphere. It is recommended to organise coffee-breaks every 2,5 – 3 hours during the event, it usually lasts 20 – 40 minutes, the selection of drinks and snacks is offered in a self-service format. The coffee break is not intended to be entertaining, therefore, TV sets and music are not welcome. Although the waiter service is not obligatory, there are usually a few waiters who help event participants with hot drinks, coffee machines, boiling water appliances or thermoses with properly brewed tea and natural coffee (the choice of devices depends on the level and category of the event).

The basic menu of the coffee break includes coffee, green, black and flower tea, packaged juice. Cupcakes or muffins, as well as chocolate or shortbread cookies, are proposed as the snacks. When organizing a premium coffee break, a wide selection of drinks is offered, including natural fruit juices and sometimes alcoholic spirits. As the snacks a wide variety of canapes, traditional and vegetarian sandwiches, bruschettas, whole fruits or sliced in pieces on skewers, cakes, pies, chocolates, cookies, etc. are served to the tables (Fig. 10).



Fig. 10. A fragment of the coffee break organization
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It is important to take the guests' nationality, their identity and stereotypes into account. While working with Europeans, it is essential to remember about increased hygiene and sanitation rules, especially in the period of the COVID-19 restrictions. All drinks with accompanying foodstuffs and utensils should be individually packaged and be disposable.

The representatives of some other nationalities may perceive the use of disposable tableware as an attempt at cheap economy. The coffee breaks for respectable people are served with glass, porcelain and crystal. This is a clear indication of the high level of organisation that is really significant in some cases.

Thus, along with direct accommodation services, hotels can provide other types of services, the main of which is restaurant service.

In the structure of hotel complexes there may be one or more restaurants that can be independent enterprises or function as hotel subdivisions.

The restaurant must correspond to the hotel class in terms of number of seats, level and quality of service, variety of menus. In addition to breakfast, in order to increase the economic efficiency of its own activities, the restaurant should also focus on banquets, buffets and other events such as seminars, conferences, corporate celebrations and other entertainments. In addition, it is much more advantageous for the hotel restaurants serve both the guests and the general public who may come in directly from the street. The food and beverage department is the second most profitable element of the hotel service.

Restaurants must comply with state standards, sanitary norms and fire regulations; observe all mandatory requirements for service quality, safety of life, human health, environment, which are regulated by technological documents and other regulations.

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