

замовлень, зроблених по телефону та в мережі Інтернет. Однак не слід звужувати технологічні перетворення в сфері послуг до нововведень лише інформаційних та автоматизованих технологій. Так, на ресторанний бізнес значно впливають досягнення з таких типів технологій: енергетичних процесів, конструкційних матеріалів, дизайну, біотехнологій, інформаційних, обслуговуючих, управлінських, продаж обладнання, а також в продуктах харчування [1].

Інновації як явище повинні збільшувати рівень задоволення клієнтів, піднімати конкурентоспроможність закладу та, як результат, підвищувати прибутковість закладу. Інновації – це результати науки, які втілені в реально існуючі речі та процеси і дають змогу людству переходити на новий більш якісний рівень розвитку та функціонування.

Отже, у зв'язку з тим, що через збільшення попиту споживачів на заклади громадського харчування з кожним роком відкривається все більше підприємств ресторанного бізнесу, то новим власникам потрібно розробляти і продумувати свою діяльність таким чином, щоб утримувати конкуренцію з поміж інших аналогічних закладів. На сьогоднішній день таке нововведення як заклади з кухнями різних національностей та цікавий інтер'єр є не досить актуальним. Тому власникам потрібно розробляти і впроваджувати в реалізацію різні інноваційні методи та технології, які б покращували відвідування та залучали все більшу кількість потенційних споживачів до свого закладу.

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THE LEAN CONCEPT IN THE HOSPITALITY INDUSTRY

The effects of the recent economic and financial crisis now has also reached the hospitality industry. The branch that until a few years ago was used to report continuous growth today has to deal with new challenges. For the great majority of

the companies from these industries (especially hotels) nowadays turnover decreases and at the same time, costs increase. As a result, the profits are getting less or as the case may be posting losses becomes inevitable. There are several reasons underlying this phenomenon. First of all, the cost of labor, food and energy are still increasing with no end in sight. Secondly, also the tax burdens has a significant impact on a company's financial situation. Lastly, also the effect that is widely known as "loss of the center (or middle)" plays an important role in the current development since many companies of the branch lose their core-client-group. In order to counteract these developments, working in an efficient and effective way and to focus on the complete fulfilment of the customer needs becomes even more important.

The production process in every tourism enterprise undergoes unnecessary costs and losses. Although tourism as an economic activity has a specific product that is not material and therefore visible to the user, its cost also consists of different components that can be cost reduced. The most significant change in the regard is the improvement of the management system, which leads to improved use of tourist resources, cost reduction, increase of productivity and meeting the needs of tourists by offering products with greater added value. These are key factors in enhancing competitiveness.

One of the methods to solve this problem is to apply the Lean concept whereby the entrepreneurial efforts are focused on value – in terms of costs and in terms of the ability of the product to satisfy customer needs. The concept of lean management is applicable not only to increase production efficiency in various fields of industry, but also in services to which tourism and hospitality also belongs.

The main goal of Lean Management is to create value without producing waste. It contributes to cost reduction, achievement of better results with less efforts, increase in effectiveness and competitiveness. The lean approach is oriented towards satisfaction of customer needs. That is why products are "pulled" from the customer, i.e. „no one upstream should produce a good or service until the customer downstream asks for it“ [1, p. 67].

The principles of the lean concept can be extended to hospitality and tourism where it is no less important to create an efficient organization of the specific production process related to the intangibility of the product offered. Business organization should minimize waste to add value for the customer and help to increase competitiveness. It is known from the practice that tourism losses are generated in the whole chain of the tourism industry, creating value for the consumer.

Today there are a lot of different methods and tools in the field of Lean Management. Due to the fact that Lean was born in the ambit of production, also the majority of its tools come from this area. Through adaptation over time, today they are applicable also in other fields and are no longer subjected to single industries. The tools according to their type, purpose and outputs can be grouped as follows: to establish waste, for an analysis, to eliminate waste and activities without added value, and achieve excellence. On this basis, in view of the consistency of the implementation of the tools for implementing the lean approach we believe it can be seen as a process whose realization involves the following steps/stages:

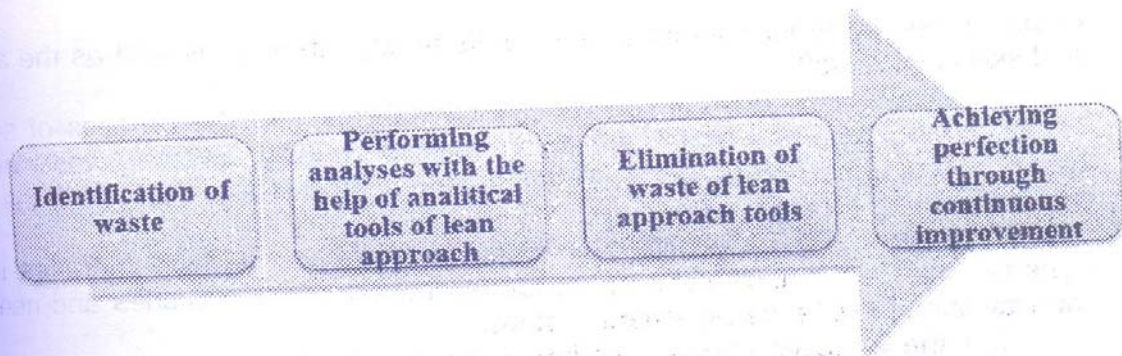


Fig. 1. The lean approach realization in tourism and hospitalities companies

Since each system develops and functions in a dynamic environment influenced by many factors, the process is not only continuous but recurrent, cyclical, meaning that emerging waste should constantly be identified and removed and improvements should be made to perfect the activity of the enterprise. This in turn is a guarantee for the continuous improvement of the competitiveness of the company and its products.

In order to get indications of which Lean methods are the most suitable for the hospitality field, the definition and weighting of appropriate assessment criteria is unavoidable. In this validation model, four criteria were defined and differently weighted [2, p. 250].

Criteria 1 – Effort and costs for implementation: In practice, the cost of investment and the use of resources should be as low as possible to ensure a very short amortisation period.

Criteria 2 – Time to visibility: Criterion two focalises the short term visibility of positive effects regarding the practical application of the methods. Project failure is often caused by missing results in short terms. Therefore, also this factor should be taken into account.

Criteria 3 – Impact on KPIs: KPIs have a big influence on decisions taken by a company's management and help to decide on the continuation, extension, limitation or abortion of a project, investment or other strategic activities.

Criteria 4 – Sustainability of outcome and application: In comparison to criteria two, the focus is lead on the sustainable outcome and use of the method. One main goal of LeanThinking is the long-term benefit for the tourism enterprise. Changes in the mindset of people cannot occur in few days, but it takes its time.

Summing up the material said above, it should be noticed that the lean approach is needed for tourism and hospitality enterprises in order to better meet the needs of tourists, increase overall efficiency and competitiveness. The lean concept as a management philosophy may have a role to eliminate losses and activities that do not provide added value for customers and hence to achieve high results based on:

- Achieving high quality of the tourist product based on the removal of defects and weaknesses as early as during the process of design and production, i.e. at their source. This process is accompanied by continuous improvement of the product based on the results of the survey of the opinions of tourists. Product

quality is related to its content and form, its timely offering, as well as the attitude and skills of the staff.

– Optimizing customer service operationalization of the process of service especially in hotels and on this basis, focusing on quality, lowering waste and the elimination of unnecessary activities, by placing customer expectations in the input and the desired product at the output.

– Increasing the flexibility and adaptability of the tourist enterprise to the dynamic changes in the environment tourist market and the wishes and needs of tourists using flexible management system.

For the effective implementation of the lean concept in tourism enterprises and to increase the competitiveness, it is necessary to take some managerial steps – forming and implementing lean strategy and its integration with appropriate tactics and a specific program, including appropriate tools, especially for operations management in hospitality. To realize this management philosophy it is necessary to engage human resources, which involves the provision of personnel initiative to solve problems in a bottom-up manner.

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SMM (SOCIAL MEDIA MARKETING) ЯК ДІЄВИЙ СПОСІБ ПРОСУВАННЯ В ІНДУСТРІЇ ГОСТИННОСТІ

Інструменти SMM (social media marketing) сьогодні стають надзвичайно популярними серед інтернет-маркетологів та власників сайтів. Компанії малого та середнього бізнесу звертаються до соціальних мереж як до одного з найефективніших інструментів інтернет-маркетингу. Разом з розвитком та популярністю інтернет-маркетингу розвивається і SMM. З'являються нові інструменти, додатки, платформи просування товарів у соціальних мережах. Однак, далеко не кожен інструмент SMM є дієвим та однаково підходить всім.

В організації маркетингу у соціальних мережах використовуються як «білі», так і «чорні» методи просування. Деякі інструменти SMM можуть не тільки не допомогти у просуванні через соціальні мережі, а й нашкодити репутації бренду. Щоб досягнути успіху у просуванні, потрібно розбиратися в принципах дії SMM та розуміти, який з них буде ефективнішим та вигіднішим для конкретного бренду. Протягом декількох років ми можемо спостерігати збільшення ринку інтернет реклами на 21% та реклами на телебаченні на