

ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

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MODERN TECHNOLOGICAL METHODS OF MENU DEVELOPMENT IN RESTAURANTS

СУЧАСНІ ТЕХНОЛОГІЧНІ МЕТОДИ РОЗРОБКИ МЕНЮ У ЗАКЛАДАХ РЕСТОРАННОГО ГОСПОДАРСТВА

The article is devoted to consideration of modern technological aspects of menu development in restaurant business. The paper examines the main stages of menu development, taking into account trends and seasonality in the restaurant business. Different types of menus are considered in accordance with a certain type of restaurant business establishment. Practical recommendations are provided that can help to set the right price in the menu of a restaurant business establishment. The publication provides pricing strategies for menu development and recommendations for their use. It has been determined that modern restaurant business establishments need to update their menus every season, as this directly affects the competitiveness of the enterprise. Recommendations on methods for developing menus in restaurant business establishments in accordance with DSTU 4281:2004 "Restaurant Business Establishments" are suggested.

Key words: assortment, restaurant establishment, methods, menu development, technologies.

Стаття присвячена розгляду сучасних технологічних аспектів розробки меню в ресторанах. Детально досліджено концепцію розробки асортименту страв і напоїв та удосконалення асортиментної політики фірмової продукції ресторану. Розглянуто основні етапи розробки меню з урахуванням тенденцій та сезонності в ресторанному бізнесі. Висвітлено різні типи меню відповідно до певного типу закладу ресторанного господарства. Надано практичні рекомендації, які допоможуть встановити правильну ціну в меню ресторану. Наведені стратегії ціноутворення при розробці меню та рекомендації щодо їх використання. Встановлено, що сучасні заклади ресторанного господарства потребують сезонного оновлення меню, оскільки це безпосередньо впливає на конкурентоспроможність підприємства. Запропоновано рекомендації щодо методики розробки меню в закладах ресторанного господарства відповідно до ДСТУ 4281:2004 "Заклади ресторанного господарства". У ресторанному бізнесі існує висока конкуренція, і ключовими факторами успішної роботи є задоволення потреб споживачів, забезпечення високого комфорту та задоволення різноманітних запитів гостей, що стосуються побуту, економіки та культури. З кожним роком вимоги до якості цих послуг зростають. Тому розробка якісного асортименту страв та напоїв є важливим фактором для залучення нових клієнтів та задоволення постійних гостей. Результати цього дослідження можуть мати значення для практичного застосування в ресторанній індустрії, допомагаючи вдосконалити бізнес-стратегії, розробляти нові меню та залучати більше клієнтів. Вони також можуть задовольнити сучасні вимоги споживачів, які шукають якісні та автентичні продукти харчування. Результати даного дослідження повинні призвести до розвитку та вдосконалення роботи закладів ресторанного господарства, а також стабільного стану функціонування під час постійної конкуренції підприємств в сучасних умовах ринкової економіки.

Ключові слова: асортимент, методи, розробка меню, заклад ресторанного господарства, технології.

Problem statement. The problem of developing an up-to-date assortment of dishes and drinks is a very important element for restaurants. Modern gastronomy is developing rapidly, and consumer demand for new, original and high-quality dishes is growing. People's awareness of healthy eating is also growing, so the menu should be balanced and contain alternatives for different diets – vegetarian, vegan, gluten-free, etc. Developing a range of food and drinks can be an important competitive advantage for an establishment. If the restaurant's menu is unique and attractive to customers, it can increase its popularity and attract new customers.

Analysis of recent research and publications. The article uses literature, which includes the study of academic sources, scientific articles and other publications that reflect the current state and trends of the restaurant industry and menus. The works of Ukrainian and foreign experts in the restaurant industry were elaborated and analyzed: Arkhipov V., Butenko O. [1], Grosul V. [3], Ivanova T., Kovalenko L. [5], Kravchenko A. [7], Strelchenko D., Samodai V., Tkach V., Gordon R. [8] and others.

Highlighting previously unresolved parts of the overall problem. The problem of developing an up-to-date assortment of dishes and drinks is a very important element for restaurants. Modern gastronomy is developing rapidly, and consumer demand for new, original and high-quality dishes is growing. People's awareness of healthy eating is also growing, so the menu should be balanced and contain alternatives for different diets, e.g. vegetarian, vegan, gluten-free, etc. Developing a range of food and drinks can be an important competitive advantage for an establishment. If the restaurant's menu is unique and attractive to customers, it can increase its popularity and attract new customers.

The purpose of the article. The main goal of the study is to improve the development of the range of dishes, drinks and branded products in a restaurant-type

establishment. In order to fulfill the above-mentioned goal, the research should pay attention to the following tasks: market research to improve competitiveness; use of new methods in menu development; use of innovative technologies; introduction of new management methods.

Presentation of the main material. Menu development is a very important stage in creating a competitive establishment on the market. It must be done taking into account many factors, such as seasonality, popularity and availability of ingredients, style of establishment, target audience and budget. The main stages of menu development are listed in Table 1.

In addition, a well-designed menu can ensure the popularity and reputation of a restaurant among customers and critics. It is also important to consider trends and seasonality when developing a menu. For example, in summer, you can add more fresh fruits and vegetables to the menu, and in winter - more hot dishes and drinks. Finally, it is worth paying attention to the design and convenience of the menu. It should be easy to read and attractive, using bright images and appropriate backgrounds. In addition, it is important to ensure the convenience of customers in the selection of food and beverages, for example, with the help of categories, descriptions and prices. In general, the design and look of the menu should be attractive and clear to make the process of ordering food and drinks as comfortable as possible for customers. To do this, you should follow certain principles and recommendations, as well as take into account the specifics of your institution and its purpose [6]. There is a list of types of menus that are used in establishments of different types, of different classes, with different cuisine. Choosing a certain type of menu depends on the specifics of your establishment, its target audience and other factors that must be taken into account when developing a menu. Table 2 shows different types of restaurant establishments, as well as the assortment of menu dishes according to their concept. The approximate assortment of dishes may

Table 1

Main stages of menu development

Analysis of the target audience	You need to determine what kind of audience you want to attract to your establishment. This will help you understand what types of food and drinks you should offer, as well as how to serve and decorate them.
Analysis of competitors	Researching competitor menus can help you understand what foods and drinks are popular in your area and how they are offered at other establishments.
Definition of the subject of the menu	It is important to choose a menu theme that matches the style of your establishment and reflects its features.
Selection of ingredients	The ingredients should be of good quality and affordable, and should match the theme and style of your establishment.
Preparation and serving of dishes	Dishes should be beautifully decorated to attract the attention of customers and create the atmosphere of your establishment.
Price management	It is important to determine food and beverage prices that would be acceptable to customers and provide profit for your establishment.

Source: compiled by the authors [6]

vary in different types of establishments, for example, for restaurants, coffee shops, pizzerias, etc., in general, the assortment should look like this (Table 2).

Depending on the client base, the size and characteristics of the restaurant, service methods and other factors, there are different types of menus, among which the following can be distinguished: menu of free choice; complete menu; banquet menu; combined menu (see Fig. 1).

Definition of types of restaurant establishments is regulated by DSTU 4281:2004 "Restaurant establishments. Classification" [4]. According to this classification, there are specialized cafes, among them: pastry cafe, ice cream cafe, milk cafe, dumpling cafe, dumpling cafe, etc. Setting the right menu price is an important component of a successful business in the restaurant industry. Practical recommendations that can help set the right menu price are listed in Table 3. Table 4 gives tips that will help you set the right price on the menu in restaurants.

An important component in setting prices is the use of pricing strategies (Table 5).

Also, an important component in setting prices is the margin, which indicates the profitability of

sales and determines how profitable the enterprise is. A high margin indicates the company's financial success. Marginal analysis is also known as break-even analysis. This analytical approach includes the concept of «marginal income», which is calculated by subtracting costs from the total revenue of the enterprise [1].

In the restaurant business, it is important to ensure the optimal margin of dishes to ensure the profitability of the establishment. These measures will help to improve the margin of dishes and balance the business of the restaurant.

In general, menu pricing is a process that requires an understanding of costs, market and customer needs in order to adjust the price according to business needs.

When drawing up the menu, you should be guided by DSTU 4281:2004 «Establishments of the restaurant economy» [5]. There are several methods of menu development for restaurants (Table 6).

In any case, menu development is a process that requires great attention to detail and requires constant analysis and updating.

There are requirements for drawing up menus in restaurants, including the following: menu development should reflect the concept of the

Table 2

Menu types by type of restaurant establishment

Menu types	Definition	Type of institution
À la carte (with separate order)	This is a menu in which each dish has a separate price. Customers can order as many dishes as they like.	Restaurant, café
Table d'hôte (full lunch)	This is a menu in which one price is set for a full set meal consisting of several dishes. In this case, customers cannot choose individual dishes.	Canteen, bistro
Tasting menu	This is a menu that includes several dishes that are recommended to be ordered together to experience the variety of flavors and textures.	Restaurant, fusion
Budget menu	This menu, which is offered at a low price, is usually used in fast food restaurants or cafeterias.	Canteen, bistro, fast food
Children's menu	This is a menu specially designed for children. It usually contains fewer dishes that are more appealing to children.	Restaurant, café
Seasonal menu	This is a menu that includes dishes selected taking into account the seasonality of the products.	Restaurant, café, canteen, bistro
Regional menu	This is a menu that contains dishes specific to a certain region or country.	Restaurants with specialized cuisine

Source: [7], compiled by the authors

Table 3

Approximate assortment of dishes in specialized cafes

Food, drinks and culinary products	Approximate number of menu items			
	Ice cream café	Milk café	Café for children	Youth café
Flour confectionery and bakery products	10-15	5-6	5-6	8-10
Hot drinks	3-5	2-3	2-3	2-3
Cocktails (non-alcoholic)	3-4	3-4	3-4	6-8
Sweet dishes	5-6	3-4	3-4	4-5
Cold snacks	-	-	3-4	3-4
Hot meals	-	-	3-4	3-4
Juices	5-6	5-6	5-6	5-6

Source: compiled by the authors [5]

Recommendations for setting the right menu price

Consider the costs	The cost of ingredients, labor, rent, utilities and other costs must be taken into account when setting the price. It is important not to forget the costs of damages from product spoilage or unused products.
Study the market	Research the prices of similar meals in your area and compare them to your expenses. This will help set competitive prices that will be attractive to customers.
Determine the profit margin	Determine the profit margin you want to make on each food or beverage sale. For example, if you want to get a margin of 30%, then the price should be set so that you get 30% of the cost of the meal.
Apply the \$1 or \$3 rule	This means that the price of a food or drink should end with a 1 or 3, as these numbers are perceived by customers as more attractive.
Consider the effect of seasonality	With a seasonal establishment, it is necessary to take into account the effect of seasonality on the cost of ingredients and other costs. The price of seasonal products may vary depending on the weather and market conditions.
Use a pricing strategy	Using a pricing strategy can be very helpful in setting menu prices.

Source: compiled by the authors [6]

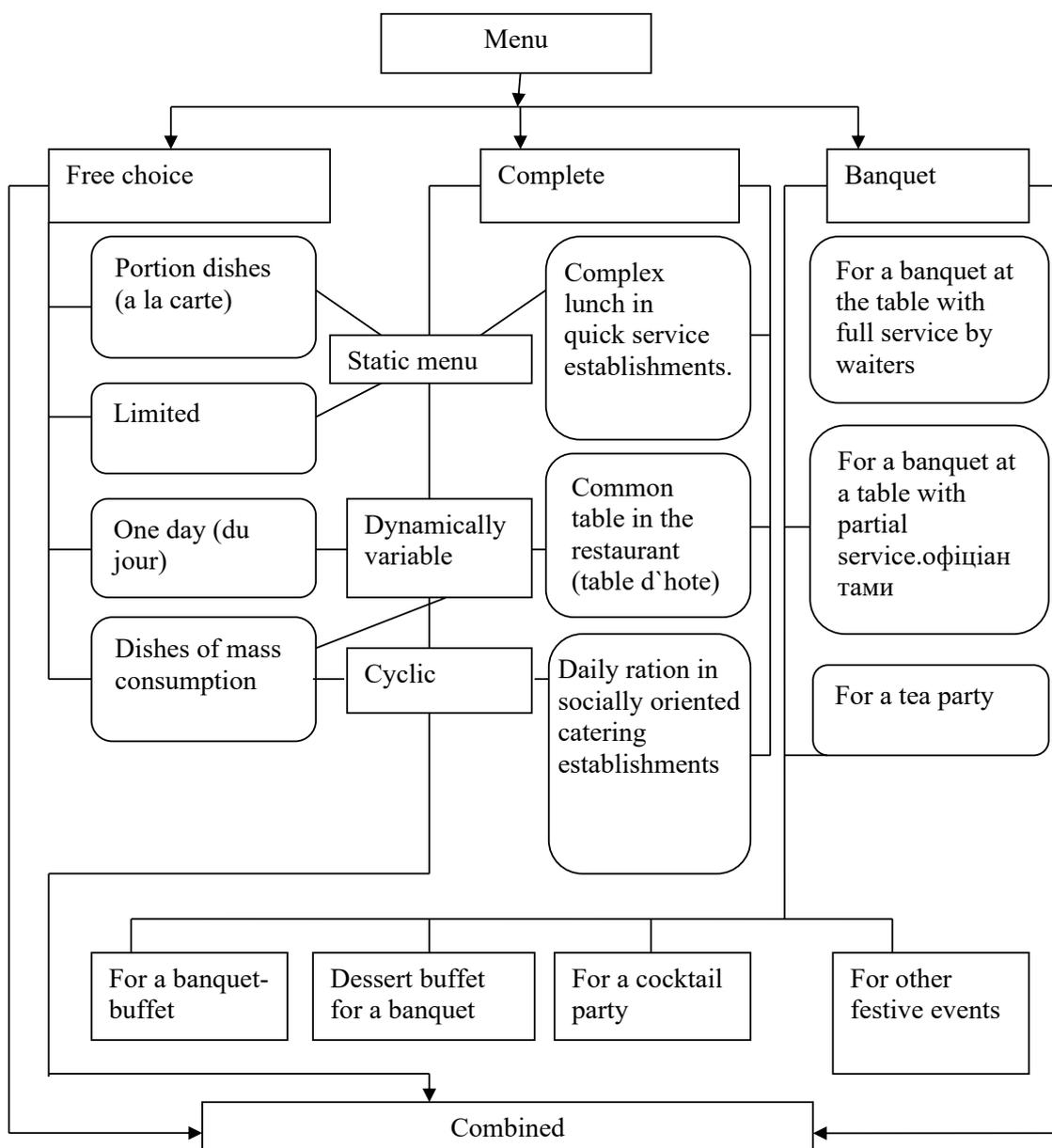


Figure 1. Menu classification

Source: compiled by the authors [7]

Table 5

Pricing strategies

Pricing strategy	Description
«From top to bottom»	This strategy sets higher prices for exclusive products and dishes, and lower prices for less premium products. This can help in attracting customers who are looking for a higher level of service and quality.
«Packages»	This strategy is used for multi-name menus, where several items may be sold in a discounted package. This will help attract customers who want more for less.
«Zero margin»	This strategy is used to attract new customers and increase sales. The establishment sells products at cost without any profit margin to attract customers. Once customers become regulars, prices go up.
«Dynamic pricing»	This strategy is used to set prices based on supply and demand. Prices may vary depending on the time of day, day of the week, season and other factors.

Source: compiled by the authors [7]

Table 6

Menu development methods for restaurants

Analysis of competition	Researching what other restaurants in the same area are offering can help you determine the demand for certain foods and beverages, and help you understand what you need to offer to stand out from the competition.
Analysis of sales data	Researching what foods and beverages have sold the most in the past can help determine which foods and beverages need to be added to the menu and which can be removed.
Analysis of seasonality	Researching what foods and drinks are most popular at different times of the year can help determine which foods to offer at different times of the year.
Analysis of product costs	Calculating the cost of food and drinks can help determine your pricing, shelf life, and strike the right balance between quality and price.
Demand analysis	Researching what customers typically order can help determine what foods and drinks should be the mainstay of the menu

Source: compiled by the authors [3]

institution and correspond to its atmosphere and style; the variety of dishes should be balanced, taking into account the demand for different types of cuisine, taking into account also the popularity of specific dishes among guests; dishes must be described in sufficient detail so that guests can understand what they are ordering; prices should correspond to the quality of dishes and the level of service; dishes must be seasonal and take into account local ingredients; chefs and other specialists should be involved in the preparation of the menu to ensure the quality and variety of dishes [7].

It is important to ensure the appropriate level of balance of dishes in the menu, taking into account different categories of dishes: appetizers, soups, main dishes, desserts, etc.

One of the main stages of operational planning is the drawing up of a menu plan by the production manager in advance the next day (no later than 3 p.m.), and its approval by the enterprise director. The menu plan indicates the names of dishes, recipe numbers and the number of dishes, as well as taking into account the terms of preparation of individual batches of dishes, taking into account consumer demand.

The menu plan is a daily production program that is formed on the basis of the planned menu and is used to determine the need for raw materials and semi-finished

products. The following key factors must be taken into account when drawing up a menu: an approximate range of products recommended for different types of restaurants depending on their type and the nature of the food provided, as well as the availability of raw materials and their seasonality.

When planning the menu, there is a need to take into account the availability of raw materials in the warehouse and its dependence on seasonality. It is important to ensure a variety of dishes and snacks, both in terms of raw materials used and methods of heat treatment, as well as the time required to prepare one portion of products.

During the approval of the menu plan, the director and production manager are responsible for the availability of dishes included in the menu for sale during the business day of the enterprise.

Businesses of the restaurant economy with a free choice of dishes are expected to start operational planning with the preparation of a menu plan for one day, taking into account the volume of turnover.

Therefore, the creation of a planned menu is a very important stage for all restaurant enterprises, in order to avoid unwanted write-offs and excessive costs of unused or spoiled products.

When planning a menu, it is necessary to take into account the size of portions for each person, as well as

to expand the range of cold snacks when partially served by waiters.

The menu for special types of service may include dishes of national cuisine and other traditional dishes suitable for a particular holiday or event.

Some restaurants offer special menus such as vegetarian, lean and seasonal to meet the needs of different guests.

The menu for a banquet-buffet is characterized by a large number of cold snacks in small portions, a limited selection of hot dishes and the presence of ice cream, fruit, artificial confectionery and coffee.

The menu for a cocktail party consists of various similar dishes that are convenient to consume during a cocktail event.

The tea party menu has an emphasis on sweet dishes, fruits, cakes, biscuits, stews and hot drinks, suitable for a tea party or a quiet evening.

Taking these findings into account, event planners and restaurateurs can choose an appropriate menu to satisfy the tastes and needs of their guests.

Chefs, also known as "wizards in white hats", influence culinary trends all over the world. They determine which dishes will be popular in the restaurant during different seasons and which products will become the protagonists of the recipes. The chefs decide which dishes will be presented on the restaurant menu, taking into account the instructions of the owner and the nature of the establishment. Usually, all dishes on the menu are prepared according to original recipes created by the chef himself. It must also regularly update the menu, ensuring it is cost-effective and meets customer expectations. Despite the creative input of the chefs, the final word always rests with the chef.

The concept of a restaurant is one of the most important parts of its daily work. It sets the tone and aesthetic for the culinary experience customers enjoy. Restaurant chefs are tasked with creating menus that correspond to a certain concept – in a broader or more specific sense.

The menu concept can range from a single culinary focus, such as Italian cuisine only, to a fusion style menu that combines two culinary cultures – whether it combines Korean and Mexican food or Greek and Thai ingredients [5].

Choosing the right ingredients. The right menu items, or rather the right ingredients, can make the difference between a well-structured menu and a confusing one. Restaurant chefs must hone the taste and aroma of various herbs, spices and flavors that will later decorate their dishes. By carefully studying the cuisine they draw inspiration from and their target customers, they can effectively select ingredients to enhance the flavors of their dishes and create a cohesive or well-executed experimental menu.

About drinks, world restaurateurs recommend: before developing a bar menu, think for whom you as a restaurateur are creating it. First, you need to determine who your customers are, what they do, how they usually order, and further analyze their needs. Yes, all this can be determined by the type of restaurant or bar that is planned to open, but in areas where a mixed crowd is expected, this analysis is recommended.

When drawing up a bar menu, it is important to take into account the number of items and the size of the menu itself, taking into account the individual parameters of the establishment. However, it is important not to make the list too long in order to ensure fast service and achieve a high level of profit. It is recommended to include up to 25 cocktails in the bar menu so that guests can familiarize themselves with it within a minute.

Formation of the assortment for the bar menu includes knowledge of classic drinks and their adaptation to the concept and format of the establishment. Typically, a bar menu consists of categories such as aperitifs, champagne and sparkling wines, various types of wine, beer and cider, spirits, liqueurs, cocktails and soft drinks. Depending on the concept of the restaurant, you can limit yourself to some categories of drinks.

After choosing the menu, you should develop technology cards for each cocktail. These cards list the ingredients per serving as well as the serving size. The next step will be to establish profitable prices. When calculating prices for cocktails, it is necessary to take into account the cost of the ingredients, as well as include the costs of bartending, renting a room, glassware, ice, tools, napkins and other necessary elements. Usually the markup is from 100% to 300%.

Thus, the profitability of the institution depends on: bar menu planning; establishment of profitable prices.

Most successful restaurateurs advise to listen to the famous British businessman and chef with 16 Michelin stars – Gordon Ramsay [8]. There's a common misconception, he says, that more food and drink options on a menu necessarily mean happier customers, when there's pretty good evidence that this isn't actually the case, and that more menu options mean fewer content consumers. According to British experts, the optimal size of the menu for a fast food restaurant is only six items per category, and for fine restaurants – seven appetizers and ten main dishes. It is noted that having a certain number of options can confuse customers, but the wild success of companies such as "In'N'Out Burger" in the US (all products were sold out half an hour before opening, when the establishment first appeared in Sydney), which has only three hamburgers on the menu, it shows that everything is very simple, if the assortment of the establishment is formed correctly.

Ease of operation. If a restaurant has a simple menu, it creates simple processes, simple flows in the kitchen, and easy training of (potentially) new employees. By having a smaller selection of items on the menu, you can ensure better consistency, higher quality and satisfied customers who will keep coming back for new dishes and drinks, spending more money and bringing their friends and family.

Waste. It is clear that the smaller and simpler the menu, the less waste there should be, because the ingredients used will be consumed at a faster rate. This increased 'velocity' will mean that consumption becomes more predictable, so there is an opportunity to order more efficiently to reduce wastage. Less waste = lower costs = more profit [3].

Case in point, businessman Joe Wee bought a bar and turned it into 'The Noble Hops' in Redfern, Sydney, he got rid of all food, cocktails and perishables altogether. Now he has focused on one simple thing – craft beer, which allows him to devote more attention to finding the best product for his customers. The fact that it won Best New Craft Beer Venue at Sydney Craft Beer Week 2016 is a testament to his hard work and his clear, simple vision. And the fact that he has also cut his expenses to an absolute minimum, which is now having a positive effect on his profits.

So, in the international practice of restaurant business, it is customary to distinguish such types of menus as: à la carte, table d'hôte, du jour, firm menu, tourist menu, buffet table, etc.

It is also necessary to pay attention to the concept of the restaurant, because it is one of the most important parts of its daily work. The menu concept can range from a single culinary focus, such as Italian cuisine only, to a fusion style menu that combines two culinary cultures – whether it combines Korean and Mexican food or Greek and Thai ingredients.

Choosing the right ingredients. The right menu items, or rather the right ingredients, can make the difference between a well-structured menu and a confusing one.

When creating a bar menu, it is very important to find the right balance and choose the optimal number of items. Each establishment has its own individual parameters that determine the size of the menu. On the one hand, it is important to have a large enough selection of drinks to satisfy various taste preferences of guests and ensure their satisfaction. On the other hand,

it is necessary to avoid a list that is too long, as this can lead to increased service time and a decrease in the overall turnover rate. One of the ways to achieve the optimal number of items in the bar menu is to include up to 25 different cocktails. This will give guests the opportunity to familiarize themselves with the selected collection of cocktails in a short time, without even spending a lot of time studying the menu.

In addition to determining the number of items, it is also important to consider the main categories of drinks when creating a bar menu. This usually includes aperitifs, champagne and sparkling wines, a variety of white, rosé and red wines, beer and cider, spirits such as whisky, cognac, armagnac, rum, tequila, vodka, gin, liqueurs, cocktails and soft drinks.

Conclusion. When creating a restaurant menu, its concept and format should be taken into account. If the restaurant has an eclectic concept, then you can include all the proposed categories of food and drinks in the menu. However, if the idea of the establishment is more specific, then you can limit yourself to some categories of dishes and drinks. For example, a sports bar may need to offer only beer and cider, while a luxury cocktail bar will need signature cocktails with unusual ingredients.

After determining the composition of the menu, the next step is the development of technological maps. These cards indicate the composition of ingredients for each dish, as well as calculate the consumption of ingredients per portion and determine its size.

An equally important aspect is the establishment of profitable prices. When calculating prices, it is necessary to take into account the cost of the ingredients, but it is also necessary to include the costs of wages for cooks, waiters, bartenders and other staff, rent of premises, the cost of dishes, tools, napkins and other mandatory elements. Usually, the markup is from 100% to 300% of the cost price.

Thus, one of the secrets of a successful business, followed by famous restaurateurs around the world, is that the less variety of dishes and drinks on the menu, the greater the chances of success and profitability of the business. A simpler menu helps to implement efficient processes and flows in the kitchen, improve the quality of service, food and drinks, which satisfies customers and encourages them to return, try new positions and recommend the establishment to their friends and relatives.

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