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MODERN TECHNOLOGIES AND PRINCIPLES OF CRAFT RESTAURANT BUSINESS ORGANIZATION

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СУЧАСНІ ТЕХНОЛОГІЇ ТА ЗАСАДИ ОРГАНІЗАЦІЇ КРАФТОВОГО РЕСТОРАННОГО БІЗНЕСУ

The craft restaurant business is a promising sector that, due to its continuous development in line with changing consumer preferences, holds significant growth potential even in the face of challenges posed by Russia's full-scale invasion of Ukraine. So, although by the end of May 2022, 37% of public catering establishments in Ukraine had closed, and the restaurant sector lost up to 60% of its workforce and 50% of its profits, craft restaurant businesses did not suffer as much. Thus, the article aims to study modern technologies and principles that contribute to the successful organization of the craft restaurant business. The study confirms that a significant role in creating development opportunities for craft restaurant businesses is played by the following key features of their operations: uniqueness, product quality, signature recipes, handmade craftsmanship, and a distinctive atmosphere. Due to these distinct features, craft restaurant businesses stand out favorably from regular dining establishments. It has been proven that digital transformation (enabling the creation of interactive menus and online ordering, online table reservation platforms, and mobile loyalty apps), kitchen innovations (such as modern kitchen equipment, packaging, and food storage technologies), advancements in delivery (food delivery services, customer service, queue management), and marketing (social media, content marketing, personalized marketing) are key factors driving development. It is noted that these areas, in terms of the informational and technological focus of the craft restaurant business, define the foundations of their operations. It has been demonstrated that the informational and technological focus shapes the internal processes of craft restaurant businesses and their interactions with the external environment through organizational and technical solutions. These solutions impact order delivery processes, online reservations, partnerships with local producers, and the creation of unique experiences. According to the outlined points, the prospects for further research involve identifying optimal development strategies for craft restaurants, considering regional characteristics, seasonality, and macroeconomic factors, which is an important task for future studies.

Крафтовий ресторанний бізнес є перспективним напрямком, який, завдяки постійній адаптації до зміни споживчих уподобань, має значний потенціал для розвитку навіть у умовах викликів, спричинених повномасштабним вторгненням РФ в Україну. Відтак, метою статті є вивчення сучасних технологій та засад, які сприяють організації успішнішого крафтового ресторанного бізнесу. У межах дослідження констатовано, що вагому роль у формуванні можливостей для розвитку закладів крафтового ресторанного бізнесу відіграють наступні ключові особливості їхньої діяльності: унікальність, якість продуктів, авторські рецепти, ручна робота та особлива атмосфера. Завдяки окресленим особливостям заклади крафтового ресторанного бізнесу вигідно вирізняються від звичайних ресторанних закладів. Доведено, що цифрова трансформація (яка забезпечує можливості створення інтерактивних меню та онлайн-замовлень, онлайн-платформ для резервування столиків, мобільних додатків лояльності), інновації на кухні (а саме сучасне кухонне обладнання, технології пакування та зберігання продуктів), інновації в доставці (сервіси доставляння їжі, обслуговування клієнтів, управління чергами) та маркетинг (соціальні мережі, контент-маркетинг, персоналізація маркетингу) є ключовими факторами розвитку. Зазначено, що окреслені напрямки інформаційно-технологічної спрямованості крафтового ресторанного бізнесу визначають засади їхньої роботи. Доведено, що інформаційно-технологічна спрямованість формує як внутрішні процеси закладів крафтового ресторанного бізнесу, так і їхню взаємодію з зовнішнім середовищем через організаційні та технічні рішення, які впливають на процеси доставляння замовлень на дім, онлайн-бронювання, партнерські відносини з місцевими виробниками та створення унікального досвіду. Відповідно до наведених положень, перспективи подальших досліджень полягають у визначенні оптимальних стратегій розвитку крафтових ресторанів з урахуванням регіональних особливостей, сезонності та макроекономічних чинників, що є важливим завданням для подальших досліджень.

Key words: craft products; food delivery development; signature recipes; public catering establishments; internal processes.

Ключові слова: крафтові продукти; розвиток доставляння їжі; авторські рецепти; заклади громадського харчування; внутрішні процеси.

PROBLEM STATEMENT

The trend for craft products in Ukraine has developed gradually, albeit without a clearly defined starting point. Today, the craft business is a harmonious blend of traditional culinary techniques and modern approaches, gaining increasing popularity in the restaurant industry. The first establishments classified as craft emerged in the late 1990s to early 2000s. These were small venues with signature cuisine that utilized fresh and high-quality ingredients. However, the real boost for the development of the craft segment came from the emergence of Ukrainian breweries in the mid-2000s, which offered consumers unique beer varieties [4; 7]. This led to the opening of craft pubs and restaurants specializing in craft beer and accompanying dishes.

After the events of 2014, namely the Revolution of Dignity and the annexation of Crimea, interest in national cuisine and local products in Ukraine increased. It contributed to the development of craft restaurants that offered Ukrainian cuisine using modern culinary techniques. Today, the craft restaurant business is a diverse niche that encompasses establishments with signature cuisine, national restaurants, bakeries, breweries, vegan and vegetarian venues, and more. What unites them all is a commitment to using quality ingredients, preserving authentic recipes, and creating a unique atmosphere.

The COVID-19 pandemic and Russia's full-scale invasion of Ukraine have significantly impacted the craft restaurant business, particularly by stimulating the development of food delivery and online sales [1—2]. Despite these challenges, the craft restaurant business in Ukraine continues to evolve dynamically, constantly refining its technologies and organizational concepts, which has shaped the theme and direction of this research.

THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

The issue of transforming the restaurant business in Ukraine amid military actions has become the subject of research for many scholars. Notably, significant contributions to this topic have been made by Huzar U. Y., Levchuk A. V., Polotai B. Ya., and Zhmur-Klymenko B. V. Their works provide a comprehensive analysis of the industry's state and identify key development trends.

Certain aspects related to modern trends in the restaurant business, particularly the development of the craft segment, are thoroughly examined in the works of Polotai B. Ya., Zhmur-Klymenko B. V., and Fil S. They investigate aspects such as innovative formats of craft restaurant establishments, changes in consumer preferences, and partnerships with local producers. At the same time, it should be noted that

Table 1. Features and differences of craft restaurant businesses

Type of establishment	Characteristics of establishments	Differences from regular dining establishments
Signature cuisine restaurants	Experimental dishes with unconventional flavor combinations. Frequent use of local and seasonal ingredients. Emphasis on the chef's signature approach. Menus are often changed based on the season and the chef's inspiration.	High level of culinary craftsmanship. Uniqueness of each dish. Higher cost due to the use of exclusive ingredients and complex cooking techniques
Breweries	In-house craft beer production Wide variety of beer styles Emphasis on the quality of ingredients and the brewing process Regular tastings and themed events	Unique beer flavors, distinct from mass production Closer connection with the beverage producer Pub atmosphere that encourages social interaction
Bakeries	Baking bread and pastries using traditional recipes. Use of natural sourdoughs and ingredients. Emphasis on handmade craftsmanship and product freshness.	Bread with a richer flavor and aroma. Wide assortment of baked goods in various types. Opportunity to purchase fresh baked goods directly from the oven.
National cuisine restaurants	Authentic dishes from a specific country or region. Use of traditional recipes and ingredients. Creation of an atmosphere characteristic of that culture.	Opportunity to explore the culinary traditions of other cultures. Unique interior design and decor of the establishment.
Vegan and vegetarian restaurants	Виключно рослинні страви. Широкий вибір страв, що імітують м'ясні та молочні продукти. Акцент на здоров'ї та екологічності.	An alternative to traditional cuisine for vegans and vegetarians. Opportunity to try new flavors and textures.

Source: formulated by the author based on [3—4; 6—7].

research in this field continues, with an increasing focus on aspects such as modern technologies and the principles of organizing the craft restaurant business.

PURPOSE OF THE ARTICLE

The article aims to study modern technologies and principles that contribute to the successful organization of the craft restaurant business.

In pursuing this goal, the authors considered that the successful functioning of craft restaurant establishments is a complex process that involves combining many aspects, from creating a unique atmosphere and offering high-quality food to effective business management and adapting to market changes.

THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

The craft restaurant business is a promising sector that, due to its continuous development in response to changing consumer preferences, holds significant growth potential even amid the challenges posed by Russia's full-scale invasion of Ukraine. So, although by the end of May 2022, 37% of public catering establishments in Ukraine had closed, and the restaurant sector lost up to 60% of

its workforce and 50% of its profits, craft restaurant businesses did not suffer as much [1].

A significant role in maintaining development opportunities for craft restaurant businesses is played by the following key features of their operations [5; 7—8]:

1. Uniqueness (each craft restaurant has its distinct concept, menu, and atmosphere).
2. Quality of products (fresh, seasonal, and, whenever possible, local ingredients are used).
3. Signature recipes (dishes are prepared using unique recipes, often featuring unconventional flavor combinations).
4. Handmade craftsmanship (many food preparation processes are done by hand, preserving the natural taste of the ingredients).
5. Distinctive atmosphere (craft restaurants often have a cozy interior, pleasant music, and a friendly ambiance).

Thanks to these distinct features, craft restaurant businesses (such as establishments with signature cuisine, breweries, bakeries, national cuisine restaurants, and vegan or vegetarian restaurants) stand out favorably from regular dining establishments, as evident from the data in Table 1.

Table 2. Core aspects of home delivery organization in craft restaurant establishments

Type of establishment	Characteristics of establishments	Differences from regular dining establishments
Choice of delivery service	Own delivery service or partnership with aggregators (Glovo, Uber Eats, etc.).	Delivery management systems and mobile apps for couriers.
Packaging	It is important to choose packaging that maintains the temperature, taste, and aroma of the dishes, as well as ensures safe delivery.	Biodegradable materials, thermal bags, and containers for different types of dishes.
Delivery menu	The delivery menu may differ from the menu for restaurant patrons. Dishes are selected that can withstand transportation well and do not lose their flavor qualities during the delivery process.	Menu management systems and online menu builders.
Promotion	Active promotion of the delivery service on social media, the restaurant's website, and through newsletters.	Social media, email marketing, SMS newsletters, and targeted advertising.
Logistics	Optimization of delivery routes and quality control of courier service.	GPS navigation systems.

Source: formulated by the author based on [1; 6; 7–9].

It is important to agree with the conclusions of Fil, M., who notes that the successful operation of craft restaurant businesses requires the implementation of modern organizational and technological solutions [9]. These solutions are interpreted as a set of measures aimed at optimizing the operation of the enterprise, enhancing its efficiency, and increasing its competitiveness.

Digital transformation (which provides opportunities for creating interactive menus and

online ordering, online table reservation platforms, and mobile loyalty apps), kitchen innovations (specifically modern kitchen equipment, packaging technologies, and food storage), advancements in delivery (food delivery services, customer service, queue management), and marketing (social media, content marketing, personalized marketing) are core factors in development [7–8]. It should be noted that the outlined areas, in terms of the informational and technological focus of the craft restaurant business, define the foundations of their operations [3–4]: order delivery, online reservations, partnerships with local producers, and the organization of themed events.

It should be noted that the form of organization and technology in the craft restaurant business, such as home delivery, requires a focus on processes that demand a special approach to preserve the quality and taste characteristics of the products [8–9]. At the same time, these processes allow establishments to strengthen their

market presence through delivery services, promotion, logistics, and other areas (see Table 2).

The described form of organization and its associated technologies are popular due to their convenience for customers.

Firstly, it offers convenience for customers who can order their favorite dishes for home or office delivery without spending time traveling to the restaurant.

Secondly, it provides the opportunity to try new dishes and experiment with flavors.

Table 3. Core aspects of organizing online reservations in craft restaurant establishments

Type of establishment	Characteristics of establishments	Differences from regular dining establishments
Venue selection services	The client selects a restaurant through their personal account and navigates to its website or mobile app.	Restaurant websites, mobile apps, restaurant aggregators (Google, TripAdvisor)
Date and time of visit confirmation	The client chooses the date and time of the visit, the number of people, and possibly additional options (such as cuisine type, special requests).	Booking calendars, data entry forms
System for monitoring available seats	The system checks for available tables at the specified time and offers available options.	Databases, scheduling algorithms
Booking confirmation system	The client confirms the reservation and receives a notification via email or in the mobile app.	Email marketing systems, SMS newsletters, push notifications

Source: formulated by the author based on [1; 3–4].

Thirdly, delivery allows for attracting new customers who previously could not visit the restaurant due to distance or other circumstances.

All of this combined leads to an increase in audience reach and growth in sales [2—3].

Online reservation, as a form of organization and technology in the craft restaurant business, focuses on the visualization of available tables in the form of a restaurant layout, providing the option to book while considering special needs (e.g., for individuals with disabilities). At the same time, these processes allow customers (using a personal account) to save time, avoid queues, and secure a spot in the establishment at their desired time through services for selecting the venue, date, and time of visit, booking confirmation, and other features (see Table 3).

The outlined form of organization and its associated technologies are popular because they make life easier for customers and allow the restaurant to enhance operational efficiency, increase the average check, and build long-term relationships with clients. In particular, online reservations emphasize the special status of craft restaurants as establishments that utilize modern technologies and provide the opportunity to create personalized offers for each customer [9]. Thanks to personalization and special offers, customers have the opportunity to order additional dishes or drinks.

The form of organization and technology in the craft restaurant business, such as partnerships with local producers, focuses on collaborating with local food suppliers to create a unique menu [4]. Partnerships with local producers are crucial elements in supporting the craft restaurant concept through partner selection, defining collaboration terms, joint marketing activities, menu uniqueness, quality control, and flexibility [5] (see Table 4).

Collaboration in the context of a craft restaurant working with local producers is aimed at unique menu creation [5]. This menu is not a list of dishes but features dishes that tell a genuine story about the region and its flavors. The unique dishes examples include carpaccio made from local trout with wild herbs, dumplings filled with cheese and dill served with homemade sour cream sauce, a steak from locally farmed beef with mushrooms and seasonal vegetables, and a dessert made with

Table 4. Core aspects of organizing partnerships between craft restaurant establishments and local producers

Type of establishment	Characteristics of establishments	Differences from regular dining establishments
Partner selection	The process of selecting local producers who meet the restaurant's requirements for product quality, supply volumes, and alignment with the establishment's concept	Creating a profile of the ideal supplier.
Defining collaboration terms	Establishing a contract that regulates the relationship between the restaurant and the producer.	A contract outlining the types of products, supply volumes, prices, payment terms, delivery conditions, and responsibilities of both parties.
Joint marketing activities	Developing and implementing joint marketing campaigns to promote products and the restaurant.	Creating special sets and tasting menus. Joint posts, stories, and live broadcasts
Menu uniqueness	Creating signature dishes based on products from local producers.	Seasonal menu and signature dishes
Quality control of dishes	Setting quality standards for dishes and regularly checking their compliance.	Regular tastings of dishes to assess taste and quality.
Business flexibility	The ability to adapt to market changes and customer needs.	Willingness to experiment and openness to feedback.

Source: formulated by the author based on [1; 3—4].

local berries and honey. A unique menu is characterized by local sourcing, seasonality, signature recipes, the story behind each dish, and minimal processing of ingredients. The described form of organization and its inherent technologies are popular because they create unique partnership concepts. Examples include a craft restaurant collaborating with a dairy farm (focused on creating signature dishes using cheese and dairy products, as well as producing its ice cream), a restaurant working with a brewery (aimed at developing craft beer for the restaurant and hosting themed tasting events), and a restaurant partnering with a vegetable farm (focused on using seasonal vegetables to create a constantly updated menu), among others [6; 8].

The organization of themed events, as a form of organization and technology in the craft restaurant business, focuses on creating a unique experience, strengthening the brand, and fostering customer loyalty [7]. Hosting themed events provides an opportunity to accelerate the development of a craft restaurant through engaging concepts and atmosphere, attracting guests, and incorporating interactive elements (see Table 5).

Holding themed events and their associated technologies are effective tools for creating a unique experience at craft restaurants, which can lead to increased average check sizes (as special

Table 5. Core aspects of organizing themed events in craft restaurants

Type of establishment	Characteristics of establishments	Differences from regular dining establishments
Engaging concept	Developing an original idea that aligns with the restaurant's style and engages guests.	Using seasonal products and holidays to create themed events.
Creating an atmosphere	Interior design, music selection, menu creation, and development of special cocktails and dishes should all match the chosen theme.	Using themed decorations, tableware, and textiles. Creating a special atmosphere through lighting.
Guest engagement	Active advertising campaign on social media, sending invitations to regular customers, and collaboration with influencers.	Creating dedicated event pages, contests, and prize giveaways. Email newsletters.
Interactive elements	Organizing master classes, tastings, contests, live music, and performances by artists	Workshops, contests, and performances by artists.
Collaboration with partners	Involving local producers, artists, and musicians to create a richer program..	Tasting of local products, sale of souvenirs. Exhibitions of paintings and artwork

Source: formulated by the author based on [1; 4; 7].

menus and experiences tend to be more expensive than regular ones). Examples of such events with special menus could include Ukrainian cuisine evenings, masterclasses on preparing ethnic dishes, and more.

It has been proven that the information and technological focus shapes both the internal processes of craft restaurant establishments and their interaction with the external environment through the organizational and technical solutions mentioned above.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

Within the research, it has been established that the craft restaurant business is a promising direction that, due to the variability in consumer preferences, expands its potential for development even in the face of the challenges posed by the full-scale war. In this regard, the following conclusions have been drawn:

1. Key characteristics of craft restaurant businesses play a significant role in creating opportunities for their development: uniqueness, quality of products, signature recipes, handmade processes, and a distinctive atmosphere. Thanks to these characteristics, craft restaurant businesses stand out favorably from traditional restaurants.

2. It has been proven that digital transformation (which provides opportunities for creating

interactive menus and online orders, online platforms for table reservations, and loyalty mobile apps), kitchen innovations (specifically modern kitchen equipment, packaging, and storage technologies), delivery (food delivery services, customer service, queue management), and marketing (social media, content marketing, marketing personalization) are core factors in development. It should be noted that the outlined areas in terms of the information and technological orientation of the craft restaurant business define the principles of their operations.

3. It has been proven that the information and technological orientation shape both the internal processes of craft restaurant establishments and their interaction with the external environment through organizational and technical solutions that affect the processes of delivering orders to homes, online reservations, partnerships with local producers, and the creation of unique experiences.

According to the stated provisions, the prospects for further research lie in identifying optimal development strategies for craft restaurants, considering regional characteristics, seasonality, and macroeconomic factors, which is an important task for future studies.

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