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PROBLEMS OF DEVELOPMENT OF RESTAURANTS AND OTHER PUBLIC CATERING ESTABLISHMENTS: SAFETY OF BASIC PROCESSES AND SERVICE

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ПРОБЛЕМИ РОЗВИТКУ РЕСТОРАНІВ ТА ІНШИХ ЗАКЛАДІВ ГРОМАДСЬКОГО ХАРЧУВАННЯ: БЕЗПЕКА БАЗОВИХ ПРОЦЕСІВ ТА СЕРВІС

The study examined the challenges in the development of restaurants and other catering establishments, particularly those related to the safety of core processes and customer service, and identified effective approaches to addressing them. The research highlights a systemic issue of violations in the safety of core technological processes and services, which are observed in a significant portion of restaurants and other catering establishments in Ukraine. The study demonstrates that food safety issues and instability in product quality are particularly relevant for restaurants and other catering establishments. Specifically, violations in safe storage and transportation of products, lack of temperature control, inadequate logistics, and the absence of proper procedures lead to an increased risk of food poisoning, instability in dish quality, and growing consumer distrust. The situation can be improved through the implementation of an integrated management system for the safety of technological processes in auxiliary areas, such as storage rooms and changing facilities. The study demonstrates that, in restaurants and other catering establishments, issues related to food preparation and technological discipline—such as non-compliance with technological processes, cross-contamination, insufficient hygiene of kitchen equipment, and a shortage of qualified personnel—complicate the preparation of dishes. These problems

can be addressed through the comprehensive implementation of safety standards, systematic staff training, and continuous monitoring of compliance with technological and sanitary norms in specialized departments. The study also shows that customer service and interaction issues are highly relevant for restaurants and other catering establishments. Declining service quality, serving dishes without adhering to safety standards, a lack of proper labeling and customer information, low levels of sanitation in dining areas, and potential physical safety risks for consumers create additional threats. An effective way to address these issues is the implementation of an integrated safe service management model, which encompasses both the main area of the establishment and additional amenities for relaxation and entertainment.

У дослідженні проведено аналіз проблем розвитку ресторанів та інших закладів харчування, зокрема тих, що пов'язані з безпекою базових технологічних процесів та обслуговуванням, а також визначено ефективні підходи до їх вирішення. Результати дослідження засвідчують наявність системної проблеми із забезпеченням безпеки технологічних процесів та обслуговування у значної частини закладів громадського харчування в Україні. Зокрема, актуальними залишаються проблеми харчової безпеки та стабільної якості продуктів, зумовлені численними порушеннями під час їх зберігання й транспортування, неналежним контролем температурного режиму, а також недосконалістю логістичних процесів, яка підвищує ризик харчових отруєнь і зростання недовіри споживачів. Усунути ці проблеми можливо шляхом впровадження інтегрованої системи управління безпекою технологічних процесів у допоміжних приміщеннях. Також дослідження виявило проблеми у сфері приготування страв та дотримання технологічної дисципліни, зумовлені порушенням технологічних процесів, перехресним забрудненням, неналежною гігієною кухонного обладнання та нестачею кваліфікованого персоналу. Для їх подолання ефективним є комплексне впровадження стандартів безпеки, системне навчання персоналу та постійний контроль за дотриманням технологічних і санітарних норм у спеціалізованих цехах. Крім того, досі актуальними є проблеми, пов'язані з обслуговуванням та взаємодією з клієнтами в основному приміщенні ресторану та іншого закладу, серед яких: погіршення якості сервісу, подача страв із порушенням стандартів безпеки, відсутність належного маркування та інформування споживачів про склад страв, незадовільний санітарний стан обідніх залів, а також потенційні ризики для фізичної безпеки відвідувачів. Ефективним заходом у цьому випадку є впровадження інтегрованої моделі управління сервісом, яка охоплює як обслуговування в основному приміщенні закладу громадського харчування, так і додаткові послуги для відпочинку та розваг. Перспективи подальших досліджень полягають у розробці та апробації комплексних моделей інтегрованого управління безпекою технологічних процесів і сервісу для підвищення якості, безпеки та репутації закладів громадського харчування в Україні.

Key words: food preparation; technological processes; risk of food poisoning; dish quality; increased consumer distrust; restaurants; safety of core processes; customer service.

Ключові слова: приготування страв; технологічні процеси; ризик харчових отруєнь; якість страв; зростання недовіри споживачів; ресторани; безпека базових процесів; обслуговування.

PROBLEM STATEMENT

The development of the restaurant business and other public catering establishments is an important component of the economic and social life. In particular, the catering industry creates a significant share of jobs and provides tax revenues to the budget. According to the European Federation of Hotels and Restaurants, the Ukrainian Restaurant Association, and the Association of Hotels and Resorts of Ukraine, the HoReCa sector-both in EU countries and in Ukraine-provides millions of jobs and contributes a substantial share to GDP. It is important to note that the growth of restaurants and other food establishments is linked to the increasing demand

for high-quality food, shifts in consumer preferences, and greater efficiency requirements in their operations.

In addition to the above, restaurants and other public catering establishments perform not only an economic function but also a social one. Consequently, in the course of their development, they enhance cultural exchange, stimulate the growth of gastronomic tourism, and create public spaces for social interaction, where safety plays a crucial role. In particular, numerous studies in sociology and economics emphasize that the role of food service establishments in fostering social integration and local identity is significant only if the safety of their core technological processes and

services is ensured. The safety component of the restaurant business, in turn, drives the development of agriculture, logistics, food production, and other related sectors, as confirmed by analytical reviews from organizations such as the FAO and OECD. At the same time, practice shows that breaches of process and service safety occur quite frequently.

Given this significance, contemporary research emphasizes the need for an integrated approach that combines the management of the safety of core technological processes and services in restaurants and other public catering establishments, while simultaneously ensuring a high level of service quality and minimizing consumers' risks.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Most scholars, such as O.Yu. Davidova, R.S. Ladyzhenska, I.M. Pysarevskyi [1], M. Riabenka [6], L.I. Hirniak, and V.A. Hlahola [3] have studied the development of restaurants and other public catering establishments and emphasized the direct connection of this process with the safety of core technological processes and services. In their view, any violations of safety standards during the stages of supply, storage, or food preparation, as well as during customer service, can lead to food poisoning, injuries, negative reviews, and a loss of consumer trust, which directly affects the development and stability of the establishment.

Furthermore, research by T. Tomali, N. Prilepa, and A. Rohova [4] has confirmed that the level of safety in core processes and services determines the operational efficiency, reputation, and financial stability of an establishment, and is therefore a key factor influencing the opportunities for development and expansion of the restaurant business.

At the same time, the analysis of development issues in restaurants and other food service establishments-particularly those related to the safety of their core processes and services-has not yet received sufficient attention in the scientific literature. This underscores the relevance of research in this area and the necessity for further study of the relationship between safety and the development of restaurants and other catering establishments.

FORMULATION OF THE ARTICLE'S OBJECTIVES

This article aims to analyze the development challenges of restaurants and other food service establishments, particularly those related to the safety of core processes and customer service, as

well as to identify effective approaches to addressing them.

THE PAPER MAIN BODY

We concur with the views of scholars such as O.Yu. Davidova, R.S. Ladyzhenska, and I.M. Pysarevskyi [1], who assert that the successful development of restaurants and other food service establishments is directly tied to the effective management of safety in core processes and services. Naturally, although the term "management of the safety of core technological processes and services" has appeared relatively recently in scientific and practical literature, food and process safety management based on the HACCP system has, in fact, been present in the operations of catering establishments since the 1960s. It was then in the United States, with the involvement of NASA and the Pillsbury Company, that the HACCP (Hazard Analysis and Critical Control Points) system was developed to ensure absolute food safety for astronauts. This approach laid the foundation for modern hazard control systems in the food industry.

In the 1990s, the HACCP system was actively implemented in the European Union and the United States, gradually becoming a mandatory standard for food industry enterprises and catering establishments. Contemporary research emphasizes that integrating the safety of technological processes with service quality enables a comprehensive approach to managing a food service establishment, enhances the efficiency of production processes, reduces consumer risks, and strengthens competitive positions in the market.

Regarding Ukraine, since 2019, in accordance with the Law "On the Basic Principles and Requirements for the Safety and Quality of Food Products" No. 771/97-VR, the implementation of procedures based on HACCP principles has become mandatory for all food market operators, including restaurants and catering establishments. Accordingly, it is from this time that the concept of "management of the safety of core technological processes and services" has emerged as an extension of classical food control. Today, it encompasses not only production and technological processes (procurement, storage, preparation [6]) but also service components (dish presentation, conditions of consumption, and the sanitary state of dining areas).

An analysis of the scientific literature and the provisions of the Law of Ukraine No. 771/97-VR allows the management of the safety of core technological processes and services to be viewed as a set of measures and procedures aimed at

Unstable raw material quality, which arises almost always when there are difficulties in controlling suppliers due to the inconsistency of their supply.*

Manifestation specifics: It complicates the advance prediction of product quality and creates risks of using raw materials of questionable origin.

*Failure to maintain proper storage and transportation temperatures.***

Manifestation specifics: Spoilage of products, proliferation of pathogenic microorganisms, and loss of the nutritional value of dishes.

Problems leading to an increased risk of food poisoning, instability in dish quality, and growing consumer distrust.

Poorly planned logistics and raw material transportation.***

Manifestation specifics: Reduction in product quality and freshness, increased risk of microbiological contamination, and, consequently, potential health hazards for consumers.

Lack of proper control and food safety procedures.

Manifestation specifics: Increased risk of food poisoning, instability in dish quality, and growing consumer distrust.

Figure 1. Food safety issues and instability in dish quality in restaurants and other catering establishments

Note:

* A situation in which the food products supplied to a catering establishment do not meet the expected or established quality and safety standards, or their characteristics vary significantly from one batch to another.

** A situation in which food products are stored or transported at temperatures that do not comply with established safety standards, potentially leading to deterioration in quality and an increased risk of microbiological contamination.

*** A situation in which the supply of food products to a catering establishment is carried out without planning, control, and adherence to safety standards can lead to lower product quality and an increased risk of food poisoning.

**** A situation in which a catering establishment does not implement or comply with established standards, regulations, and procedures aimed at ensuring the safety of food products at all stages of processing, storage, and preparation.

Source: compiled based on [1; 3–4].

ensuring the safe execution of all stages of food procurement, storage, and transportation, as well as the preparation of finished dishes in catering establishments. At the same time, safety management is not limited to supply and preparation processes but also extends to the service level—that is, how the dish is delivered to the customer and how the conditions for its safe consumption are ensured.

Thus, the modern understanding of the management of the safety of core processes in catering establishments in Ukraine includes both technological and service aspects of operations, ensuring a comprehensive approach to guaranteeing food safety while simultaneously enhancing the quality of consumer service.

Based on the above provisions, the following structure of management of the safety of core technological processes and services can be outlined [1; 3]:

— A set of measures and procedures for the primary management of the safety of core processes (beginning at the stage of food procurement), including checks of the quality and freshness of raw materials upon purchase; proper storage of products in refrigerators, freezers, or on shelves according to temperature requirements and expiration dates; and control of transportation

to prevent spoilage or contamination during delivery to the establishment.

— A set of measures and procedures for managing the safety of the technological process of food preparation, including adherence to recipes and cooking temperatures, prevention of cross-contamination (e.g., between raw meat and ready-to-eat dishes), and control of the cleanliness of kitchen equipment and work surfaces.

— A set of measures and procedures for managing the safety of the service component and the final stage of interaction with the customer, including serving dishes in clean and safe tableware, labeling dishes (especially those containing allergens), monitoring the temperature of prepared dishes during service, and organizing a safe environment

for customers (clean tables, safe furniture, prevention of injuries).

According to the data from the Sanitary Service and the State Service of Ukraine on Food Safety and Consumer Protection, numerous violations of the safety of core technological processes and services are recorded annually in Ukrainian restaurant establishments. In particular, in 2023, more than 10,000 inspections were carried out, resulting in 30% of establishments being found in violation of sanitary standards and food safety requirements. This issue is also highlighted by independent experts and food bloggers, who often expose similar shortcomings. Unlike official inspections, their activities have no legal consequences but cause significant reputational damage. Bloggers such as Dmytro Kalinichenko, Dasha Shy, and Nastia Horoshko, although not conducting specialized inspections, frequently draw attention to problems with cleanliness and quality in their reviews of establishments.

Thus, in the modern world, neglecting the safety of technological processes and services leads to a dual risk: official sanctions from state authorities and public criticism from a wide audience on social media. Both factors have an extremely negative impact on the reputation and financial condition of an establishment.

According to data from both official and unofficial controls, food safety and dish quality issues can be identified as resulting from unstable raw material quality (e.g., the use of vegetables and fruits with pesticide residues or meat with elevated antibiotic levels), failure to maintain proper storage and transportation temperatures (e.g., thawing and refreezing meat or dairy products during delivery), poorly planned logistics and raw material transport (e.g., delivery delays or transportation under improper conditions leading to spoilage), and the absence of adequate control and food safety procedures (e.g., failure to implement the HACCP system in small catering enterprises) [1; 4]. These problems are further illustrated in detail in Figure 1.

The outlined problems, when accumulated systemically, increase the risk of food poisoning and instability in dish quality. For example, in 2023, over 50 people were poisoned after consuming breakfast eggs at the "Honey" cafe in Kyiv (Yaroslavskaya Street), and in July 2025, a mass food poisoning incident occurred at the Asian cuisine restaurant "Chinese Hello" in Lviv, resulting in 77 people seeking medical assistance. Such incidents highlight the need to improve the safety of core technological processes and services in catering establishments [2; 7].

These issues can be addressed by implementing an integrated management system to ensure the safety of core technological processes in auxiliary facilities, including storage rooms and changing areas.

In addition, other problems can be identified that complicate the preparation of ready-to-eat dishes due to non-compliance with technological processes (e.g., failure to follow recipes or shortening cooking times), risk of cross-contamination (e.g., using the same utensils for raw meat and ready-to-eat dishes), insufficient hygiene of equipment and the kitchen (e.g., untimely cleaning of work surfaces, utensils, and ventilation systems), and a shortage of qualified personnel (e.g., employing staff without proper training or sanitary-hygienic skills) [1]. These problems are illustrated in more detail in Figure 2.

Non-compliance with technological processes.*	Risk of cross-contamination of dishes.**
Manifestation specifics: Reduced dish quality and food spoilage.	Manifestation specifics: Bacteria or other pathogenic microorganisms contaminate ready-to-eat dishes or other food ingredients.
Problems leading to complications in the preparation of ready-to-eat dishes	
Insufficient hygiene of equipment and the kitchen.***	Shortage of qualified personnel.****
Manifestation specifics: Leads to an increased risk of foodborne infections, product spoilage, and reduced dish quality.	Manifestation specifics: Errors in food preparation, violations of sanitary standards, and an increased risk of food poisoning.

Figure 2. Problems in food preparation and technological discipline in restaurants and other catering establishments

Note:

* A situation in which the actual actions of staff or the organization of work in a catering establishment do not comply with established standards, recipes, or technological preparation cards, resulting in violations of food safety and quality.

** A situation in which hazardous microorganisms, allergens, or foreign substances are transferred from one product or dish to another during handling, preparation, or serving of food.

*** A situation in which work surfaces, kitchen equipment, tools, and premises are not properly cleaned and disinfected, creating favorable conditions for the growth of pathogenic microorganisms.

**** A situation in which a catering establishment does not have a sufficient number of staff with the necessary knowledge and skills to follow technological processes, food safety standards, and customer service rules.

Source: compiled based on [1; 5].

The complications in the preparation of ready-to-eat dishes arise because existing problems make the technological process more labor-intensive, risky, and less predictable [6]. For example, in 2023, at the cafe "Fish Secrets" in Poltava, issues with the technological process for preparing dishes from the sturgeon species resulted in the spoilage of over 10 kg of raw materials. This caused direct financial damage to the establishment, with the owner incurring losses of over 45,000 UAH. At the restaurant "Sea Breeze" in Uman in 2024, a problem arose with the technological process of preparing seafood dishes, specifically oysters. Due to improper storage and violations of temperature regulations, over 15 kg of oysters became unfit for consumption, resulting in financial losses exceeding 68,000 UAH for the establishment.

Furthermore, between 2023 and 2025, more than 10% of visitors to these catering establishments refused to purchase portions of fish and seafood due to unappealing appearance, undercooking, or over-salting. Such cases created not only financial but also reputational risks for the establishments, as negative customer experiences spread quickly through social media and online review platforms.

At the same time, overcoming such problems is possible through the comprehensive implementation of safety standards, systematic staff training, and continuous monitoring of compliance with technological and sanitary norms in specialized production areas. This applies to the entire food preparation cycle—from primary processing of raw materials to the release of finished products for

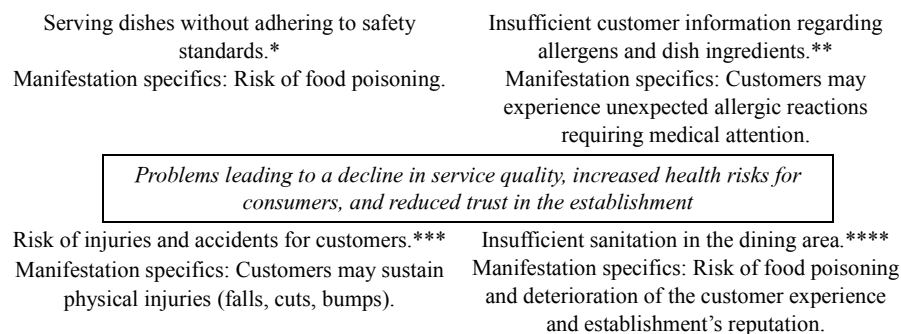


Figure 3. Problems in customer service and interaction in restaurants and other catering establishments

Note:

* A situation in which ready-to-eat dishes are served to customers without adhering to established hygiene standards, temperature regulations, protection against contamination, or other safe service rules.

** A situation in which a catering establishment does not provide complete and accurate information about ingredients, potential allergens, or dish composition, increasing the risk of food allergic reactions and reducing consumer trust.

*** A situation in which a catering establishment creates conditions that may lead to physical injuries or other undesirable incidents for customers while on the premises or consuming food.

**** A situation in which the premises where food is consumed are not maintained in proper sanitary condition, creating health risks for customers and worsening their dining experience.

Source: compiled based on [1; 3]

consumption—ensuring the minimization of product spoilage risks and financial losses for the establishment.

1. Procurement (pre-preparation) departments — areas for primary processing of products, cutting, and preparation of semi-finished goods. Determining critical control points is particularly important, including the temperature for cutting and storing meat, fish, and vegetables, as well as pasteurization of dairy products.

2. Final preparation departments — departments where semi-finished products are brought to readiness. A key aspect is the identification of critical control points to prevent cross-contamination of products processed in hot and cold sections.

3. Specialized departments — include additional stages of dish preparation and processing (e.g., baking, making desserts, preparing sauces). In these departments, safety and sanitary control standards ensure a high level of final product quality and minimize risks to consumer health.

The implementation of such standards across all types of departments ensures systematic control over the technological process, increases the predictability and safety of food preparation, and contributes to improved service quality and customer trust.

Additionally, the identified problems in customer service and interaction lead to a decline in service quality and an increase in health risks for consumers. These issues arise from practices such as serving dishes without adhering to safety standards (e.g., using inadequately cleaned tableware or serving dishes at incorrect tempe-

ratures), lack of proper labeling and customer information (e.g., a customer orders a salad containing soy sauce or nuts, but this is not indicated on the menu), insufficient sanitation in the dining area (e.g., untimely cleaning of tables and floors, which can promote the spread of microbes and create a negative impression), and risks to customers' physical safety (e.g., slippery floors, improperly arranged furniture, inadequate lighting) [1]. These problems are illustrated in more detail in Figure 3.

The outlined problems that arise during customer service and interaction, when accumulated systematically, lead to customer injuries and a deterioration of the establishment's reputation. For example, in 2022, at a restaurant in Kyiv, a customer found a piece of glass in their dish, resulting in a serious oral injury, and in 2025, at the cafe "12 Avenue," a customer died after consuming hummus containing tahini (sesame paste), as the waiter had assured them that the dish contained no allergens.

One effective way to address these issues is the implementation of an integrated safe service management model, which encompasses the main area of a catering establishment where consumers receive food and beverages, are served by staff, and utilize additional amenities for relaxation and entertainment.

CONCLUSIONS

The study results reveal significant violations in safety protocols for core technological processes and services, commonly found in many restaurants and catering establishments across Ukraine. The study demonstrates the relevance of

the problem, which manifests in the following aspects:

1. Food safety issues and instability in product quality. Violations in safe storage and transportation of products, lack of temperature control, inadequate logistics, and the absence of proper procedures lead to an increased risk of food poisoning, instability in dish quality, and growing consumer distrust. The situation can be addressed through the implementation of an integrated management system for the safety of technological processes in auxiliary areas, such as storage rooms and changing facilities.

2. Problems in food preparation and technological discipline. Non-compliance with technological processes, risk of cross-contamination, insufficient hygiene of kitchen equipment, and a shortage of qualified personnel complicate the preparation of ready-to-eat dishes. These problems can be overcome through the comprehensive implementation of safety standards, systematic staff training, and continuous monitoring of compliance with technological and sanitary norms in specialized departments.

3. Customer service and interaction issues. Declining service quality, serving dishes without adhering to safety standards, a lack of proper labeling and customer information, low levels of sanitation in dining areas, and potential physical safety risks for consumers create additional threats. An effective way to address these issues is the implementation of an integrated safe service management model, which encompasses both the main area of the establishment and additional amenities for relaxation and entertainment.

The prospects for further research lie in the development and testing of comprehensive models for integrated management of technological processes and service safety to enhance the quality, safety, and reputation of catering establishments in Ukraine.

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