

the creation or repair and equipment of already existing bomb shelters. In this case, guests will feel safe.

Renovations must be planned appropriately. That is, the company should involve specialists in developing and implementing a plan for creating a renovation strategy. To implement the plan of the renovation strategy, the hotel must allocate funds for this process. This can be done by finding investors, taking a loan, or allocating funds from the enterprise's amortization fund. The hotel can implement this after developing a reconstruction plan and finding funds.

In conclusion, we would like to say that the development of the hotel business is essential for our country since foreign citizens coming to Ukraine spend their money here, thus supporting our country's economy. For the field of hospitality to develop, enterprises need renovations. They need investments to carry out renovations. We hope Ukraine will soon become one of Europe's best tourist destinations.

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### **INNOVATIVE TRENDS IN HORECA**

The service industry has experienced significant changes lately, particularly during the peak of the COVID-19 pandemic when it faced stringent restrictions and, in some cases, complete shutdowns. Even after the epidemiological situation stabilized, the industry struggled to normalize due to increased sanitary and hygiene requirements. Expenses surged with the need for masks, sanitizers, remote thermometers, and limitations on visitor numbers, while revenues remained modest.

These challenges forced the hospitality sector to seek new avenues for efficiency. The HoReCa channel suffered the most during the pandemic, despite the growth observed in public catering establishments until 2018. However, market saturation didn't match the average in Central Europe. Rising incomes among Ukrainians outpaced price increases in restaurants. The tourism sector, which accounted for 1.5 % of the country's GDP, saw 14.2 million foreign visitors.

Today, people have less disposable income and remain cautious due to the ongoing repercussions of the pandemic. Hotels and restaurants that closed or reduced operations had to lay off employees to cut costs. Current restrictions on guest accommodations continue to hinder employment growth. Key factors that could impact the situation include an increase in air travel and improvement in macroeconomic indicators like GDP, real wages, employment, and currency stability.

While easing quarantine requirements could revive tourist flows, it's currently insufficient. People still prefer domestic vacations. Significant improvements in macroeconomic indicators are premature. However, businesses that reopened need staff. They can turn to staffing agencies to select the best candidates from a large pool.

An example of effective modern technology implementation in Ukraine is McDonald's, which opened another restaurant with 186 seats and a robotic beverage station during the crisis. The restaurant business will continue to evolve, reinventing its operations. Promising directions include implementing self-service kiosks for orders, portable POS systems capable of issuing receipts anywhere, outdoor service terminals within the establishment, in-car customer service systems, and software-based fiscal registers to reduce business-related expenses.

Combining online and offline services, focusing on healthy eating, franchise development, ecological and social responsibility are global service industry trends. By following them and smartly utilizing resources, businesses can easily adapt to various customer needs. Innovations in the restaurant business involve continuously improving production processes, services, and products to meet growing market demands.

Augmented Reality (AR) is an intriguing albeit underdeveloped technology. Just imagine pointing your smartphone camera at a marker and seeing a 3D model of any dish from the menu. This allows detailed examination before placing an order. While this idea might not appeal to table service restaurant owners, it could be invaluable for remote banquet bookings, eliminating the need for clients to visit the restaurant for tasting – augmented reality is sufficient.

## References

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## MANAGEMENT IN THE HORECA

The issue of inequality in the hotel sector is a complex and pervasive problem that prevents equitable possibilities for professional progress. While success in this industry should ideally be the product of hard effort and devotion, the reality is often more nuanced, with many people unable to demonstrate their abilities and experience due to structural hurdles [1, 2].

Despite several implementations and ongoing modifications, a third of employees in the hotel industry have experienced instances of «discriminatory behavior» at work. Individuals from underrepresented groups, such as women, minorities, and those from lower socioeconomic backgrounds, frequently encounter insurmountable challenges in their quest for achievement [3]. Discrimination is a nasty undercurrent that goes through the veins of the industry and can be classified into the following issues that employees face:

**Income disparity:** While some restaurant workers, such as chefs and managers, may earn relatively high wages, many frontline workers, including servers, dishwashers, and bussers, often earn low wages, particularly in regions where the minimum wage for tipped workers is lower than the standard minimum wage. This can result in financial instability and difficulties in making ends meet for these workers;