

Methodical aspects of the neutralization of risks of innovative managing the development of hotel and restaurant enterprises

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Abstract. The article proves the necessity to intensify the activity of hotel and restaurant business which will allow to avoid risks or to minimize their impact in order to increase the level of competitiveness in the domestic and foreign markets. It is proved that HACCP system can provide requirements of the modern world in the manufacture of safe products and provision of safe services. The main advantages provided by the hotel and restaurant enterprise are the development and implementation of HACCP system in Ukraine. A structural logical scheme of evaluating one of elementary risks of HACCP system implementation to the activities of the hotel and restaurant business is constructed in accordance with the proposed approach. The method of neutralizing risks of innovative management of the development of hotel and restaurant business is worked out.

1 Introduction

In modern conditions, increasing the probability of emerging risks under the influence of internal and external factors in the activities of hotel and restaurant business stipulates the necessity to intensify activities that will allow avoid risks or minimize their impact that will enable to increase competitiveness in the domestic and foreign markets. The issues of reducing the influence of risks during the formation of the system of innovative management of the development of hotel and restaurant business gain particular relevance.

It is necessary to manage risks effectively applying measures, which will make it possible to predict the occurrence of risk situations in order to avoid or minimize them.

The scientists pay much attention to the use of methods for reducing negative impact of risks on the activities of hotel and restaurant business [1-6].

However, the degree of uncertainty of the process of substantiating innovative projects of managing the development of hotel and restaurant business requires development of measures for its reduction that presupposes adequate assessment both of possible losses and the probability of their occurrence, as well as the influence of individual factors on the overall risk of innovation development. Let us consider a practical example of analyzing the implications of the introduction of HACCP system into the activities of hotel and restaurant business and possible risk factors as one of the directions of innovative management of the development of hotel and restaurant business.

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2 Main body

2.1 Conceptual aspects the implementation of the HACCP system in the hotel and restaurant business

Requirements of the modern world in the manufacture of safe products and provision of safe services are able to provide HACCP (Hazard Analysis and Critical Control Points) system. It is a scientifically based, systematic approach to the identification, analysis and control of hazardous factors in the manufacture, sale and consumption of products in order to ensure its safety. HACCP system involves identification of risk factor and critical control points in the manufacturing process and provision of services.

It is worth noting that HACCP concept was originally created to ensure food products quality, but application of HACCP system is not limited at that.

The comprehensive analysis of functioning of HACCP system allowed to develop organizational measures for the implementation of HACCP system in the activities of hotel and restaurant business as one of the directions of innovation management in their development [7].

The strategic goal of HACCP system in the hotel and restaurant industry is to study each step, each stage of the manufacturing process and provision of services, identification of risks, hazards and introduction of effective methods of control and monitoring procedures.

Implementation of HACCP system in hotel and restaurant establishments involves process control of the parameters of implementing technological process of providing services, the evaluation of information and materials used for the provision of services, and also implements a strategy to guarantee their security and is based on three principles:

1. Legislative requirements to ensure safety of hotel and restaurant services.
2. A profound scientific approach to decision making.
3. Control over compliance with the requirements of the legislation.

This is a proven system that provides confidence that there is a successful product safety management. It permits to focus on security and product quality as the highest priority, as well as to systematically prevent misunderstandings, rather than expect them or to control after their occurrence. This methodology has proven itself as an effective tool of preventing the possibilities of inconsistencies in the technological process, as well as to identify and solve problems before inappropriate finished products become a source of poisoning or deterioration in the consumers' health.

Application of HACCP system can help during the inspection of authorities and promotion of international trade by enhancing the security of services. HACCP system is validated and audited. HACCP concept is recognized by the Codex Alimentarius Commission and the European Union, and as a consequence, HACCP principles are recommended for practical application. These principles can be applied to quality programs and policies, development of new products, services and technologies, control of raw materials and ingredients, production processes, maintenance, supply and use, inspection and training, etc. Codex Alimentarius leaders guide twelve steps to the implementation of seven HACCP principles. The implementation of these steps will lead to the development of a specific HACCP plan, which is a documented evidence containing details of all critical safety and service points [8-10].

2.2 Advantages of the HACCP system implementing in the hotel and restaurant industry

For Ukraine, as well as for other countries, the most acceptable means of creating security

guarantees for services is the introduction of modern concept of HACCP system, which will be applied at all levels of the chain of providing services to the consumer from booking to departure. Based on modern scientifically substantiated requirements, this system provides a preventive approach and an opportunity to manage security of services effectively.

It is worth noting that the conceptual priorities of the security system development in Ukraine are at the stage of harmonization with international priorities concerning the main strategic course of our country for joining the EU, implementation of the state policy aimed at introducing innovative structural adjustment and economic growth.

There is no doubt that mechanical copying of European requirements on the Ukrainian basis is impossible because of significant inconsistencies that have arisen historically.

Results of the research allowed to reveal the main advantages offered by the hotel and restaurant industry to the development and implementation of HACCP system in Ukraine:

- control of safety of services throughout the whole life cycle;
- increased consumer confidence in the safety of products and services;
- effective management of the hazards that may arise during the provision of services;
- transition from corrective actions to preventive measures to ensure the quality of services;
- creation of conditions for the participation in European and international trade;
- existence of documented evidence of process control;
- prevention of negative situations in the field of security of services, which can negatively affect the image and activities of the enterprise;
- ability to changes caused by the use of innovative technologies, advanced equipment, procedures for sanitary and industrial practices, training of personnel, etc.

Like any other system, HACCP is a dynamic, evolving system, and should be such for maintaining efficiency. A periodic review of the HACCP plan is required to identify the points in which the plan is relevant, after any changes at the enterprise. Implementation of HACCP system will, of course, provide the hotel and restaurant business safe, high-quality and competitive services, self-assurance, guarantees, brand protection, as well as marking of services by the reputable HACCP mark possessing consumer confidence.

2.3 Analysis of risk impact from the introduction of the HACCP system in the activities of hotel and restaurant business

With the beginning of the development and implementation of HACCP system into operation of hotel and restaurant business, provision of the proper level of quality and safety of products should be ensured. In this case, it is necessary to consider the perspective. It is necessary to create permanent food control service, which will check not only the finished products for sale, but also necessarily all raw materials and semi-finished products that are being prepared for cooking. The experience should be borrowed from the world leaders in the food system. It is necessary to use efficient modern equipment, modern reagents, and a highly qualified staff. This will increase the quality of food products.

Consequently, in connection with this, there are problems with additional innovative and investment development of the hotel and restaurant business. The structural logical scheme of evaluating one of the elementary risks from the introduction of HACCP system into hotel and restaurant business was designed in accordance with the proposed approach (Fig. 1).

Creation of the structural logical scheme of risk analysis from the introduction of HACCP system into activity of hotel and restaurant business confirmed the necessity of the formation of a system, which will enable creation of the additional development, additional jobs, increase of demand and additional profit.

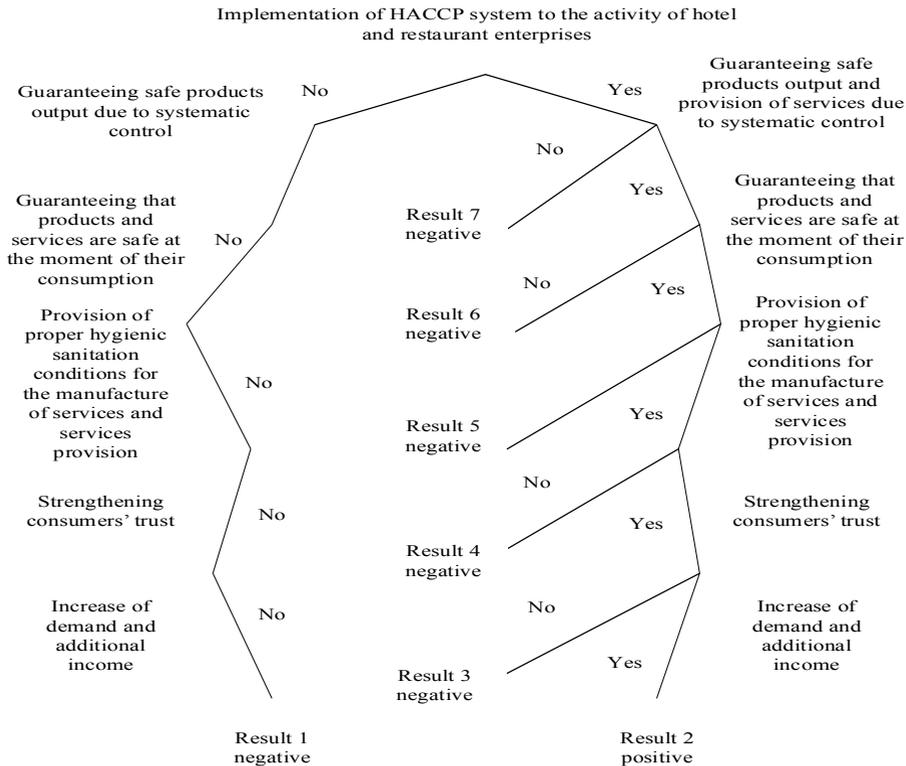


Fig. 1. Structural-logical scheme of the analysis of risk impact from the introduction of the HACCP system in the activities of hotel and restaurant business.

2.4 Neutralizing the risks of innovative management of the development of hotel and restaurant business

Managing risks of innovative management of the development of hotel and restaurant business at the stage of their neutralization involves implementation of a system-generating set of creative preventive managerial decisions in order to reduce the negative consequences, the possibility of which is determined by the occurrence of risks.

Neutralization of risks of innovative management of the development of hotel and restaurant business should be carried out in compliance with a set of certain criteria and principles, among which the following should be distinguished:

- informational authenticity, which presupposes timely and complete provision of information necessary for adequate neutralization of the risk of innovative management of the development of hotel and restaurant business;
- informational authenticity, which presupposes timely and complete provision of information necessary for adequate neutralization of the risk of innovative management of the development of hotel and restaurant business;
- adequacy as a form of the reasoned use of the method of neutralizing the risk of innovative management of the development of hotel and restaurant business in accordance with its initial characteristics;
- efficiency of the risk neutralization at hotel and restaurant business by preventing negative consequences, the probability of occurrence of which is determined in space and time;

– other principles, determined by the specific model of risk management of innovative managing the development of hotel and restaurant business.

The method of neutralizing the risks of innovative management of the development of hotel and restaurant business (Fig. 2) was developed. Provision of the neutralization of risks of innovative management of developing hotel and restaurant business based on the development of strategies of avoiding risks presupposes adoption of innovative managerial solutions through the comparative analysis of financial and mathematical models of alternative scenarios in order to determine the risk-free scenario followed by the adoption of its core.

3 Conclusion

It should be noted that the formation of a risk-free operation scenario in terms of permanent market environment is problematic, which means relative zero risk. In some cases, it is impossible to neutralize risks of innovative management of the development of hotel and restaurant business through internal stabilization mechanisms. In this case, in order to avoid losses from the onset of risks to management of hotel and restaurant business, it is advisable to turn to insurance services. Consequently, efficient and rational use of risk assessment methods can ensure stability of the development of hotel and restaurant business, increase the validity of the adoption of innovative managerial decisions in risky situations, improve financial position as a result of all types of their activities.

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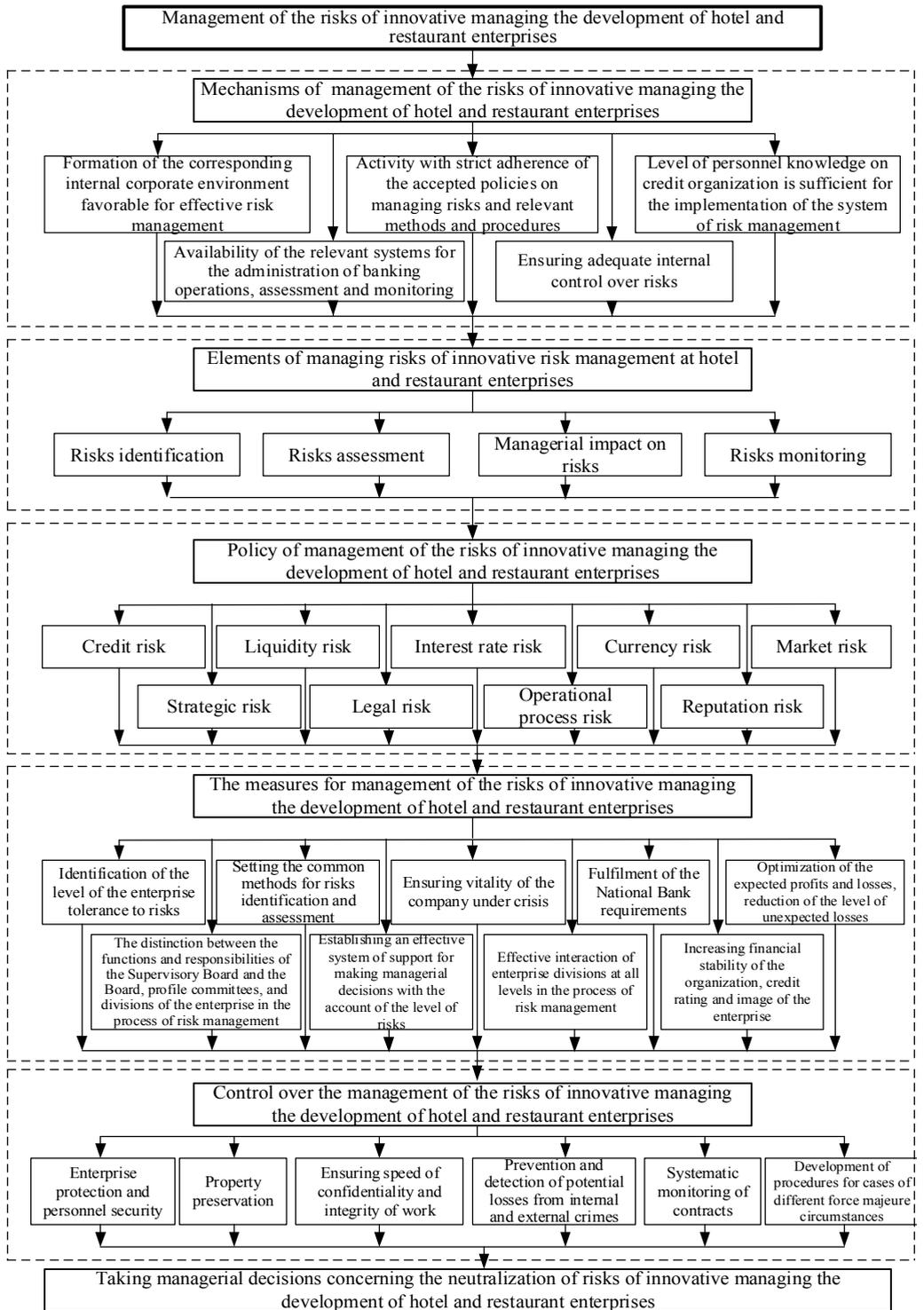


Fig. 2. The method of neutralizing risks of innovative management of the development of hotel and restaurant business.