

Kyiv National University of Trade and Economics
Department of hotel and restaurant business

FINAL QUALIFYING PAPER
on the topic:
LOCAL MARKETING OF THE RESTAURANT
“CRAZY LAND”, KROPYVNYTSKYI

Student of the 2^d year, group 2,
specialty 073 «Management»
Specialization «Hotel and Restaurant
Management»

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on _____, _____, 2020

Task for a final qualifying paper Yaroslav Skibinskyi

1. Topic of a final qualifying paper

Local marketing of the restaurant “Crazy Land”, Kropyvnytskyi

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2. Term of submitting by a student his/her terminated paper: 20.11.2020

3. Target setting and output data to the final qualifying work:

Purpose of the paper is to explore the theoretical foundations of the formation and implementation of development strategies and develop recommendations for their realization in the activities of the restaurant business.

The object of research is the process of local marketing of the restaurant business.

The subject of research - theoretical, methodological and practical principles of restaurant business local marketing implementation.

4. Contents of a final qualifying paper (list of all the sections and subsections)

INTRODUCTION

PART 1. THEORETICAL FOUNDATIONS OF LOCAL MARKETING OF THE RESTAURANT BUSINESS ENTITY

1.1. The essence, meaning and basic elements of the marketing strategy of the enterprise

1.2. Classifications and stages of creating an enterprise marketing strategy

Conclusions to part 1

PART 2. APPLIED ASPECTS OF LOCAL MARKETING APPLICATION OF THE RESTAURANT "CRAZY LAND", KROPYVNYTSKYI

2.1. Evaluation of the economic activity of the restaurant

2.2. Effectiveness monitoring of restaurant marketing programs

Conclusions to part 2

PART 3. ORGANIZATION OF LOCAL MARKETING OF THE RESTAURANT "CRAZY LAND", KROPYVNYTSKYI

3.1. Development of marketing activities for the segment of loyal consumers

3.2. Evaluation of performance indicators of the local marketing system

Conclusions to part 3

CONCLUSIONS

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6. Time schedule of the paper:

№	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1	Choosing and approval of the final qualifying paper topic	01.09.2019.- 31.10. 2019.	01.09.2019.- 31.10. 2019.
2	Preparation and approval of task for the final qualifying paper	01.11.2019.- 31.12.2019.	01.11.2019.- 31.12.2019.
3	Writing of the 1 st part of the final qualifying paper	02.01.2020.- 11.05.2020.	02.01.2020.- 11.05.2020.
4	Defense of the 1 st part of the final qualifying paper in scientific adviser	14.05.2020.- 18.05.2020.	14.05.2020.- 18.05.2020.
5	Writing and preparation for publication of a scientific article	till 18.05.2020.	till 18.05.2020.
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7	Defense of the 2 nd part of the final qualifying paper in scientific adviser	07.09.2019.- 10. 09. 2020.	07.09.2019.- 10. 09. 2020.
8	Writing and defense of the 3 rd part of the final qualifying paper in scientific adviser	11.09.2020. - 28.10.2020.	11.09.2020. - 28.10.2020.
9	Registration of the final qualifying work and abstract for preliminary protection in commissions	29.10.2020.- 31.10.2020.	29.10.2020.- 31.10.2020.
10	Presentation of final qualifying paper and abstract on the department	20.11.2020	20.11.2020 p
11	Presentation of the final qualification work to the Dean's Office for receiving a referral for an external review	16.11.2020. 18.11.2020	16.11.2020. 18.11.2020
12	Preparation of final qualifying paper to defense in the Examination Board	18.11.2020.- 01.12.2020.	18.11.2020.- 01.12.2020.
13	Defending of the final qualifying paper in the Examination Board	According to the schedule	According to the schedule

7. Date of receiving the task: _____

8. Scientific adviser of the final qualifying paper _____

9. Manager of the educational program _____

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11. Resume of a scientific adviser of a final qualifying paper

The master diploma paper performed on the actual topic. In the first part were analyzed marketing strategy, classification of marketing strategies, elements and stages of developing a marketing strategy, as well as formation features in developing a restaurant's marketing strategy. The main marketing modes were presented and characterized in this final qualification work.

In the second part of master diploma paper the activity of the restaurant "Crazy Land" in Kropyvnytskyi city is analyzed. In this part of work, we considered such issues as a description of the restaurant, the analysis of its financial and economic activities, as well as marketing activities. Methods of forming marketing strategy were analyzed.

In the third part, based on the results of the analysis of Crazy Land's activities, a marketing strategy is proposed, as well as a plan of marketing measures for its implementation. In the final part of the work, the calculation of costs for the implementation of the proposed strategy is carried out, as well as an assessment of the economic efficiency of the proposed activities.

The purpose of master diploma paper is reached and scientific tasks are completed. The master diploma paper can be admitted to defense in the State Examination Board and its author deserves to get a positive mark.

Scientific adviser of a final qualifying paper

Margaryta H. Boyko

12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student

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can be admitted to defense in the Examination Board.

Manager of the educational program

Melnichenko S.V.

Head of the Department

Boyko M.H.

_____, _____, 2020

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INTRODUCTION

Translated from the ancient Greek, the term "strategy" means the art of a commander, its long-term plan of action in a war.

In the modern business world, strategy is an art that every entrepreneur must master in order to win the competition. Today, strategy is a long-term plan of action aimed at achieving the global goals of the enterprise.

Any enterprise must have a general strategy that is consistent with its global goals, as well as a strategy for the types of activities. One of these strategies is the marketing strategy of the enterprise.

The aim of the work is to develop a marketing strategy for an enterprise operating in the restaurant business.

The objects of research in this work are enterprise operating in the restaurant business and the marketing strategy.

The subject of research in the work is the development of a marketing strategy, a plan for its implementation, as well as an assessment of the effectiveness of the proposed activities.

The tasks of the work include consideration of the following issues:

- 1.1. The essence, meaning and basic elements of the marketing strategy of the enterprise;
- 1.2. Classifications and stages of creating an enterprise marketing strategy;
- 2.1. Evaluation of the economic activity of the restaurant;
- 2.2. Effectiveness monitoring of restaurant marketing programs;
- 3.1. Development of marketing activities for the segment of loyal consumers;
- 3.2. Evaluation of performance indicators of the local marketing system.

Peculiarities of marketing in the field of services and enterprise management based on relationship marketing have been studied in the works of foreign scholars such as T. Ambler, N. Woodcock, P. Gamble, J.H. Gordon, K. Gronrus, J.R. Evans, P. Doyle, F. Kotler, J.J. Lamben, M. Porter and others. Considerable attention is paid to these issues in the fundamental research of Ukrainian and Russian scientists - Mazaraki A.A.,

Garkavenko S.S., Petrunya Yu.Ye., Laburtseva O., Ponomarenko T., Gavryshko N.V., Pavlenko A.F., Gudzenko N.M., Voychak A.V., Ivanova L.O., Melnichenko S.V.

However, it should be noted that foreign and domestic scientists do not have a consensus on the essence of marketing. However, it is determined that the specifics of relationship marketing as a conceptual basis for the management of hotel and restaurant business and tourism is to establish close relationships with the most important target groups; ensuring a high degree of consumer satisfaction and loyalty; increasing the profitability of interaction with partners and consumers; changing approaches to market segmentation; individual approach to the service; reducing time intervals for market and consumer research.

Structurally, the work is presented in three sections. In the first part of the work, at the theoretical level, concepts such as: marketing strategy, classification of marketing strategies, elements and stages of developing a marketing strategy, as well as formation features in developing a restaurant's marketing strategy are considered.

In the second part of the work, the activity of one of the restaurants in the city of Kropyvnytskyi - "Crazy Land" is considered and analyzed. Here the description of the restaurant is considered, the analysis of its financial and economic activities, as well as marketing activities.

In the third part of the work, based on the results of the analysis of Crazy Land's activities, a marketing strategy is proposed, as well as a plan of marketing measures for its implementation. In the final paragraph of the work, the calculation of costs for the implementation of the proposed strategy is carried out, as well as an assessment of the economic efficiency of the proposed activities.

Methods used in the work: study of documentation, analysis, observation.

Information sources used in the work:

- 1) educational literature on the courses "Marketing" and "Strategic Management";
- 2) articles from magazines and from electronic resources;
- 3) the official website of the "Crazy Land" restaurant;
- 4) other data received from the administration of the "Crazy Land" restaurant.

PART 1. THEORETICAL FOUNDATIONS OF LOCAL MARKETING OF THE RESTAURANT BUSINESS ENTITY

1.1. The essence, meaning and basic elements of the marketing strategy of the enterprise

A marketing strategy is a general plan for the development of each element of an enterprise's marketing (product, good or service, distribution, price, promotion, physical environment, process, personnel), developed for the long term.

The marketing strategy is part of the marketing policy of the enterprise [16].

The marketing strategy of an enterprise allows you to understand how to plan and implement all sorts of activities aimed at implementing plans and objectives. Marketing strategy deals with issues aimed at increasing the sales and income of the enterprise.

A marketing strategy, which can be developed by experienced specialists, allows to learn more about the correct use of the resources available to the enterprise, to learn how to dynamically sell products for a long time. This is the purpose of marketing [11].

The tasks of the marketing strategy include - figure 1.1.

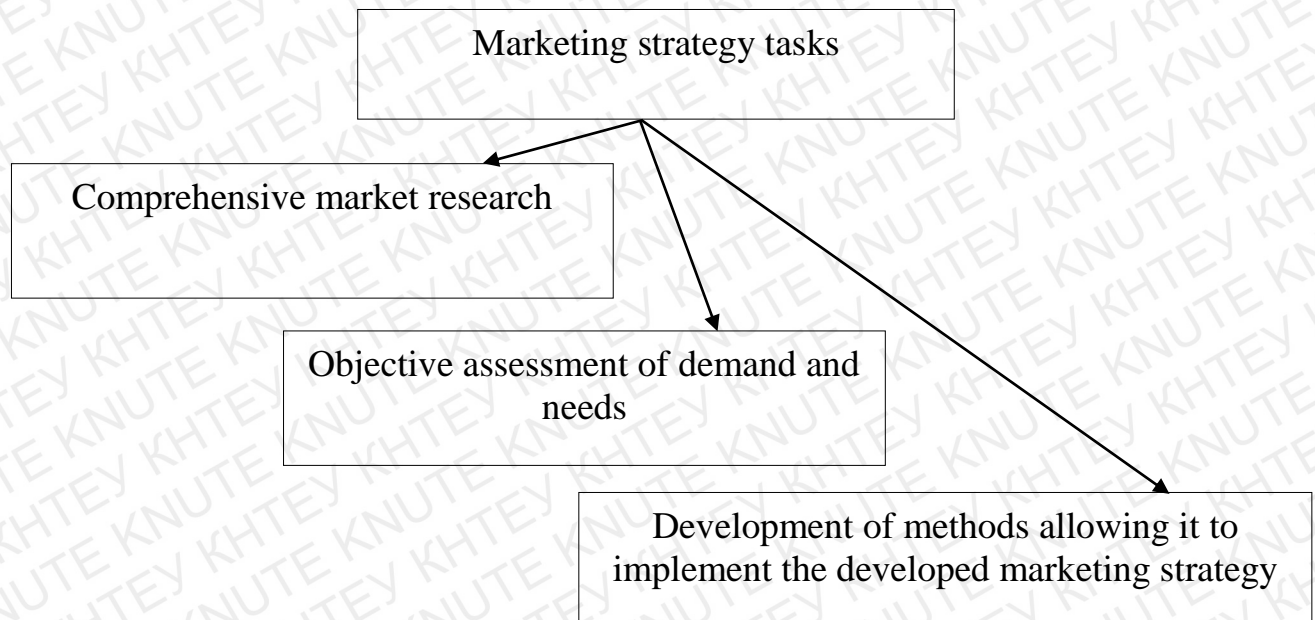


Figure 1.1 - Tasks of the marketing strategy

A marketing strategy should provide answers to the following questions:

1. How can an enterprise successfully compete and occupy a leading position in modern market conditions?
2. What is the most profitable way for a company to increase its market share?

Depending on the market situation, the specific industry and other factors, the marketing strategy can be developed for a period of 1 to 25 years. In the modern domestic market, the development of a marketing strategy is usually carried out for a period of 1 to 3 years, although some enterprises are guided by a period of 5 to 10 years [5].

The market situation changes frequently and businesses must either regularly revise their marketing strategy or put up with declining sales and possible bankruptcy. Most businesses react to the changes that have already taken place - they are reactive, making some minor changes in their strategy, such as a discount program in a supermarket or creating a new product line, which are mistakes.

Reactive changes are only beneficial in the short term. If a business wants to become a leader in its market, its marketers must revise marketing programs and create new marketing plans every year. If the marketing strategy of an enterprise does not match the changed behavior of customers and competitors, it will be difficult for it to gain a favorable position in the market.

There is no single form of marketing strategy. It is important that it: 1) clearly identifies the company's customers; 2) explained what the company's customers want; 3) a tactic was proposed that would allow an enterprise to fulfill its objectives in the field of sales and marketing [7].

The objectives of the marketing strategy are not clearly defined in the scientific literature. So, according to the opinion of one part of the authors, the marketing strategy of the enterprise should ensure the achievement of the following main goals – figure 1.2.

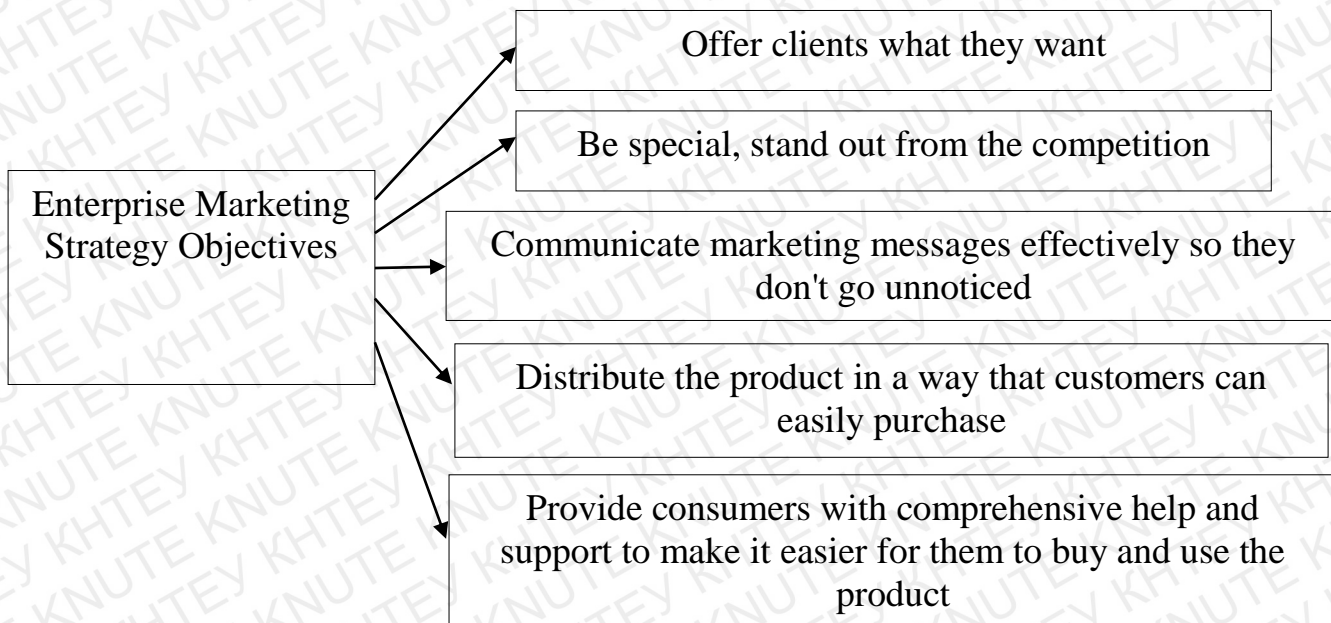


Figure 1.2 - The main goals of the marketing strategy of the enterprise (first option)

According to another part of the authors, the marketing strategy has the following main goals – figure 1.3.

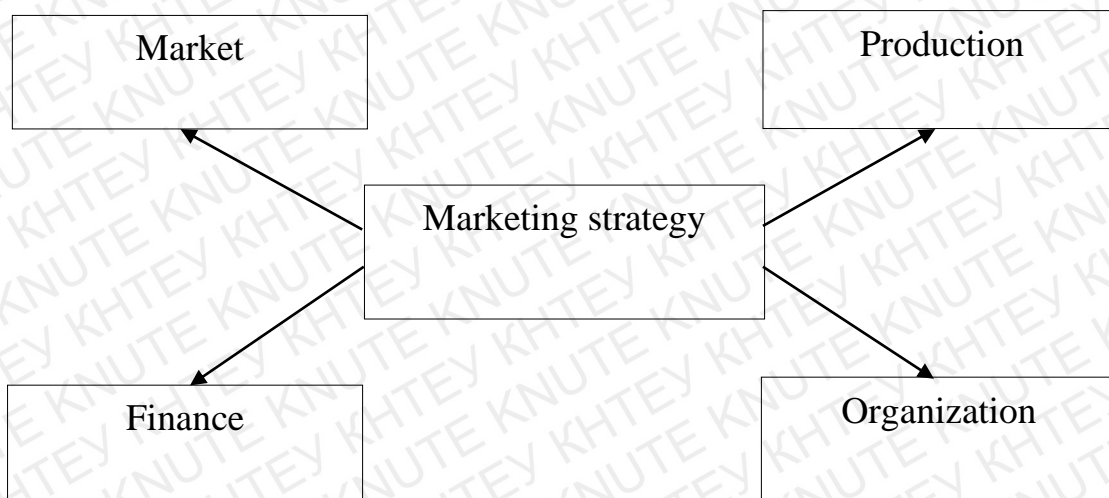


Figure 1.3 - The main goals of the marketing strategy of the enterprise (second option)

Let's take a quick look at each goal:

1. Market (or external programmatic) goals:

- 1.1) winning the desired market share;
- 1.2) getting the desired number of clients;
- 1.3) obtaining the desired sales volume in value and in kind.

2. Production (or internal program) goals - are a consequence of the market. They present everything necessary to achieve market goals (except for organizational resources): ensuring a certain production volume (production volume = sales volume - existing stocks + planned stocks), building a workshop, developing new technology, etc. [10].

3. Organizational goals - the structure of the enterprise, personnel, management of the organization. For example, hiring three marketers; bringing the average salary of employees to the level of salaries of a market leader; implementation of a project management system, etc.

4. Financial goals. They link all goals in value terms, in particular:

4.1) the amount of costs;

4.2) net sales;

4.3) net and gross profit;

4.4) profitability of sales, etc. [7].

It should also be noted that in order for the marketing strategy to be formed correctly, you must adhere to the following rules:

1. Completing the formation of a marketing strategy, it is necessary to establish a number of general directions in which the enterprise should go further in order to strengthen and develop its business.

2. When choosing operational management decisions, the head of the enterprise usually uses the complete information required in this case. When forming a marketing strategy, you should use less information.

3. When developing a marketing strategy, you do not need to exclude the possibility of new information and the need to change the decisions made. The initial goals of the marketing strategy can be changed, adjusted, and these are normal phenomena characteristic of this process. Developing a marketing strategy from start to finish should be cyclical.

4. Developing a marketing strategy can be fraught with the difficulties of digitizing the value of the solutions that have been chosen.

5. The scoring system used can be adjusted. The basis is the total amount of spent finances [6].

Thus, a marketing strategy is a general plan of action, following which the company will achieve the desired result. It is developed based on the analysis of the target market sector and the creation of a marketing mix. When preparing any type of marketing strategy, timelines for all key events are determined and funding is considered. The developed plan is launched only after studying the current market situation.

1.2. Classifications and stages of creating an enterprise marketing strategy

Before you start creating an effective strategy, you need to study its types. In the educational literature, the following two types of marketing strategies are distinguished:

1. Strategy for attracting consumers.
2. A strategy aimed at creating a product implementation plan [24].

All marketing is based on these components. Any planning is based on certain principles, thanks to which the goals of the marketing campaign are formulated and their implementation is carried out. The types of marketing strategies are categorized according to profitability and priority. Each must correspond to the market segment in which the company operates.

Also, in the educational literature the following types of marketing strategies are given - table 1.1.

If we talk about risks, then the marketing strategy is focused on:

- 1) maximum effect regardless of risks;
- 2) minimal risks in the absence of high expectations;
- 3) various combinations in which these two approaches can act [2].

For example, diversification strategies help to minimize risks. New product strategies offer the promise of high returns with high risks.

Table 1.1

Types of marketing strategies and their characteristics [5]

Marketing strategy type	Characteristics of the type of marketing strategy
Strategy for entering a new consumer market or expanding the current	Aimed at increasing the profit indicators of the organization. This type of marketing strategy can improve the profitability of the enterprise. Entering new market segments is carried out by launching new products
Innovation strategy	It implies the production of innovations that have no analogues on the market
Innovative imitation strategy	Based on the use of a complex of competitors' innovations in its product
Product differentiation strategy	Includes the modernization of existing products
Cost reduction strategy	Based on market leadership in terms of price, which is known to be based on cost
Waiting strategy	Based on the production of goods that are relatively new to the market, and which have already been successfully tested by other manufacturers
Consumer personalization strategy	The most popular of all types in the industrial equipment industry
Diversification strategy	The company is constantly looking for ways to diversify its product portfolio
Specialization strategy	It implies that the company should improve its activities in a specific selected segment, that is, it should not strive to cover the entire market. It is better to be a leader in one segment than to occupy an average position across the entire market
Internationalization strategy	Formation of transnational companies that, due to their scale, do not allow to compete with themselves
Cooperation strategy	Its principle is partnership between several organizations

It should be noted that if the market share in the service market expands, profits do not always automatically rise. The strategy for expanding the market of an enterprise plays a very important role. Since the level of costs following the expansion of the market can be significantly higher than the income received, the enterprise needs to analyze the marketing strategy and pay attention to the following factors:

1. Potential conflict with the antimonopoly legal system. As the degree of risk increases, expanding market share becomes less attractive. It was because of this that in

1995 Microsoft stopped attacking a potential \$ 2 billion market. Microsoft's plans included the acquisition of Intuit, a popular company that is a software developer for managing its own funds. After the US Department of Justice voiced a threat to initiate an antitrust case, Microsoft abandoned its plans. [8]

2. The presence of economic costs. When an enterprise has a certain market share, the level of profit often becomes lower. An enterprise with a 60% market share must understand that some consumers do not like any monopoly, while others are loyal to competitors, others have special needs of a specific nature, and still others have plans to deal with small businesses. [4]

The company will incur enough costs to pay for the services of legal specialists, maintain relations with the media, and lobby for an expansion of the market environment. Expanding market share is unjustified if the company does not have the opportunity to save on production, if there are unattractive market segments, if consumers want to use different sources of supply, and exit is accompanied by high barriers. A leader in a particular field should have a goal of expanding the market, not increasing his share in it. Some market leaders have the opportunity to raise their income levels by selectively reducing their share in weak industries.

3. Inappropriate marketing strategy aimed at increasing market share and reducing profits. Many marketing elements that are effective enough in an expanding market share contribute to lower income. A large market share allows you to increase profits in the event of a decrease in enterprise costs per unit of goods, when it sells only high-quality products with a corresponding markup to the cost [29].

Consider the types of marketing strategies that are relevant today and their examples:

1. Strategy of market penetration. This marketing strategy is used by newly established businesses looking to gain a foothold in the current market conditions. The strategy is also used by enterprises that have long secured their positions in the market in order to now occupy a number of unused and previously unexplored niches.

2. Market development strategy. The strategy is used mainly to attract new customers. This goal of the marketing strategy can be achieved by expanding the

geography of product sales (strategy of geographical expansion) or by attracting new customer groups in the territory that has already been mastered (strategy of creating new markets).

Example 1: Johnson & Johnson has achieved significant success by creating a new class of customers interested in baby shampoo. Based on statistical indicators and demographic forecast, one could say that there was a real threat of a decrease in the level of sales, since the birth rate was declining [15].

The marketing specialists of the company noted that not only children, but also adults use baby shampoo. Johnson & Johnson carried out a corresponding advertising campaign, and the position of baby shampoo in the market increased significantly and quickly - the product took a leading position. Thus, the marketing strategy was chosen correctly. Example 2. In a number of stores intended for the younger generation, there is an advertisement for a female anti-aging cream Oil of Ulay [26].

Another approach highlighted by this strategy is finding new ways to use the product. A classic example of how the market can expand with new ways of using products is the story of nylon, invented by Du Pont. As soon as the methods and options for using nylon seemed to dry up, the company talked about a new way to use it. Parachutes were made from nylon, men's shirts, women's stockings and blouses were made, car tires and carpets were made from the material. With each new way of using the product, its life cycle was extended.

As a rule, consumers themselves discover new ways of using products. So, initially, a variety of mechanisms were lubricated with vaseline cream - it was for these purposes that the product was produced and sold. However, later consumers decided that the scope of petroleum jelly was not limited. With his help, they began to take care of the skin and style the hair.

Another example is Arm & Hammer, a baking soda company. The firm has been consistently producing products, but sales have dropped significantly over the past 125 years. Baking soda also has unlimited uses, but consumers haven't seen ads for any of the methods. When Arm & Hammer learned that a number of consumers were using baking soda to freshen up their refrigerator, the company launched a massive

advertising campaign. As a result, almost all-American housewives began to keep soda in the refrigerator. A few years later, the company launched a new ad that said baking soda effectively removes grease stains.

There is also a marketing strategy to expand the market space. Its meaning is to convey to customers that it is necessary to increase the intensity of use of the company's products. Procter & Gamble, for example, tells consumers that Head & Shoulders shampoo becomes more effective and efficient when a single dosage is doubled [9].

Michelin Tire (France) has shown that it is possible to be creative in stimulating product usage. The goals of the company's marketing strategy were to encourage car owners to travel long distances and to change tires more often. Michelin Tire did something non-trivial by participating in the development of a list of the best restaurants in France. The classification created with the participation of the enterprise showed that the best establishments are located in the southern part of France. This prompted Parisian gourmets to travel long distances to the Riviera or Provence, relying on a guide from Michelin to check the path [2].

3. Development of a new product. This marketing strategy is promising, but at the same time it is associated with certain risks. Before developing a new product / service, the company must be sure that there is a demand for the product. If there is no demand, its creation should be real. The enterprises will also have to assess risks, reserves, competitiveness of analogs of products manufactured by competing companies, compare costs and expected profits [6]. While implementing this strategy, it is necessary to cope with the conservatism of consumers, most of whom are initially skeptical about everything new. But, if the newness of the product is real and the customers feel they need the product, the income will be huge.

New technologies are not always used when developing new products / services. Often a manufacturer just needs to take a fresh look at the process. This is how, for example, the authors of "Tetris", "Monopoly", "Rubik's Cube", the people who created Velcro fasteners and stickers, managed to take a leading position in the market.

4. Power strategy. This kind of marketing strategy is used by standard and large companies. The strength of companies using it lies in the ability to improve production

efficiency at a lower cost, compared to the process of producing goods in small batches that are significantly different from each other. The power strategy has several advantages aimed at creating large-scale scientific research, a developed sales network and large advertising campaigns. Examples include Marlboro cigarettes, Electrolux refrigerators, Toyota auto concerns and Kamaz corporation [29].

5. Niche strategy. It is used by specialized enterprises that produce non-standard, special products designed for a narrow circle of buyers. The company can take high positions due to the fact that a certain category of customers will use irreplaceable, highly specialized goods. Examples include businesses operating in accordance with a variety of focused strategies: Bandog (a company that refurbishes tires and offers a range of services in truck parking lots), Ritz-Carlton (a hospitality business), eBay (specializes in electronic auctions); Porsche (sports car sales), Cannondale (elite mountain bike sales) [8].

6. Adaptive strategy. Here a large share belongs to the usual local business. The marketing strategy is strong, as a small, specialized business is flexible, can better meet the minor needs and needs of consumers in its volume.

7. Pioneer strategy. Creates new segments or radically transforms old ones. The product is not just being improved, but they are looking for risky revolutionary solutions that are not always profitable even in a successful scenario. As examples of companies that used this strategy, one can cite enterprises that produced the first personal computers (Apple, Zenith, etc.), were engaged in biotechnology and found other, more standard solutions.

With the opening of the first restaurants in countries like Taiwan, South Korea and Japan, Mc Donald's was very interested in a certain type of franchisor. The enterprise needed risky entrepreneurs, for example, who previously worked in the field of microelectronics [5]. There was a double risk in the business, as Asian consumers did not know what American food was, and if they did, they were not yet used to it. In addition, a special service system - the creation of dishes on the "conveyor" and the same system of their distribution were alien to the inhabitants of eastern countries.

It is also necessary to list new marketing strategies (in relation to competitors and offensive):

1. Positional defense. In the course of defensive measures, impregnable fortifications are always built on the border of their territories. But any static defense will inevitably lose.

At the moment, enterprises that limit their activities only to defensive actions are pursuing a short-sighted marketing policy. For example, Henry Ford, who saw only his Model T and nothing else, subjected a large-scale enterprise, whose annual income was more than \$ 1 billion, to bankruptcy. Even speaking of such giants as Bayer, Aspirin and Coca-Cola, it should be noted that profits are not guaranteed in their case. Now Coca-Cola, despite the volume in which it sells soft drinks (almost half worldwide), buys enterprises that produce fruit drinks and diversifies the production process. If an enterprise has already been attacked, it should not concentrate efforts by building fortifications around existing products [10].

2. Protection of the flanks. Market leaders need a special marketing strategy to create a "border guard" and concentrate "combat-ready units" on the most vulnerable areas of the border. These bases are special because they can be used to launch a counterattack and transfer hostilities into enemy territory. Flank protection becomes even more relevant if all actions are worked out in detail, and it is carried out in stages. For example, Ford and General Motors plants were not properly trained, which was their main mistake. The attacks from manufacturers in Japan and Europe were not taken seriously [5]. The Pinto and Vega were formalized, and American-made subcompacts were not of high quality. Moreover, their cost was established by analogy with foreign manufacturers. As a result, the Japanese manufacturers for a certain period seized the share of the American market, where the buyer was offered compact cars with higher quality characteristics.

3. Preemptive defensive actions. The essence of the strategy is to deliver preemptive strikes to competitors. An enterprise can think about organizing proactive protection in several ways. It is possible to carry out combat reconnaissance on the entire front: "touch" one competing enterprise, attack another and threaten a third, and

thus disrupt the activities of all of them. Then you can use the offensive on the entire front, remembering the Seiko enterprise, which offered distributors around the world 2,300 watch models, or proceed to price attacks, as Texas Instruments did [29]. When all the planned actions are successfully carried out, you need to consolidate their success. Defense-related marketing strategy dictates the need to maintain a high level of competitiveness.

Preemptive defensive actions often have only psychological objectives. Thus, a market-leading enterprise is showing competitors that rash attacks are best avoided. For example, one of the large US pharmaceutical companies (the leader in the production of drugs), whenever it learns that competitors intend to create new businesses, leaks information about its goals for product cost reduction and expansion. Competitors believe the rumors, and, under the influence of this information, reduce turnover, while the company operates at its usual pace.

4. Counterattack. Attack-on-offensive marketing strategy is chosen by many leading businesses. They are sure that there is no need to be passive observers of changes in the market, as well as to calmly look at the decline in value, blitzkriegs of PR stocks, the modernization of a particular product, attempts at distribution channels.

One can also recall such a counterattack as the blockade of a competing enterprise in the economic or political sense. The lead venture can offset the decrease in the cost of some goods (which are more profitable for a competitor) with other goods, or provide information about a new product planned for production so that consumers stop buying from competitors. Enterprises also often lobby for executive or legislative actions that are disadvantageous to competitors [13].

5. Mobile protection. Mobile defense has no restrictions in the form of protecting the borders of the territory. A marketing strategy of this type implies that the leading enterprise will influence new territorial areas and create a base for future attacks or to organize defenses. Expansion of the boundaries of the enterprise is underway not only due to the usual distribution of products, but also to the expansion and diversification of the market. This increases the strategic depth and the firm can withstand the collapsing blows.

With the expansion of the market environment, it is assumed that the enterprise ceases to be fixated on a specific product and pays attention to a number of needs that the product line in general will satisfy, as well as to carry out scientific and research work along the entire technology chain. For example, enterprises producing gasoline have given themselves the name "energy", which has caused the need to plunge into a number of related industries. Enterprises began to engage in coal, oil, hydropower, chemical and nuclear industries.

A marketing strategy aimed at expanding the market environment obliges businesses to abide by two fundamental principles. The first principle is the correct formulation of the task (you need to clearly identify which goals are real). The second principle is to concentrate, to concentrate efforts on those areas where the enemy is most vulnerable.

Expanding the market wisely is an action that is fully justified. So, earlier the Armstrong World Industries company produced exclusively carpets, forming its activities in accordance with this main direction of work [28]. Now the company's specialization is decorative home coatings. Thus, the company strives to satisfy the needs of its customers by creating elegant interiors and using various materials.

Diversifying the market without intruding on industries that are not related to each other is one of the options to create strategic depth in the defense, a kind of marketing strategy. Example: Tobacco companies Philip Morris and Reynolds (USA) had to face smoking restrictions. Enterprises did not even try to defend themselves. They began buying up businesses that make beer, frozen food, and soft drinks.

6. Forced contraction. Often, large enterprises understand that it is impossible to build effective protection based on the integrity of the territorial area due to the resources they possess. Moreover, the enemy's offensive is being conducted on several fronts simultaneously. The best way out of the situation is a measure of strategic withdrawal (planned reduction). This measure has nothing to do with a complete retirement from business. In this case, enterprises simply part with those areas that there is no point in protecting, and concentrate all resources and efforts on more profitable territories, thinking about what other promising areas are. The measure is aimed at

achieving the set goal of the marketing strategy and consolidating competitive production. For example, Heinz uses this method.

There are examples, from which it is clear: an enterprise that wanted to become a leader knocked down the position of a competitor and won over him. For example, Canon, whose production volume and profits in the twentieth century were only one-tenth of the Xerox company, managed to overtake the leading company. Toyota produces more cars than General Motors, Leica is inferior to Nikon, which produces cameras, etc. [13].

Next, we will consider the stages of creating a marketing strategy - fig. 1.4.

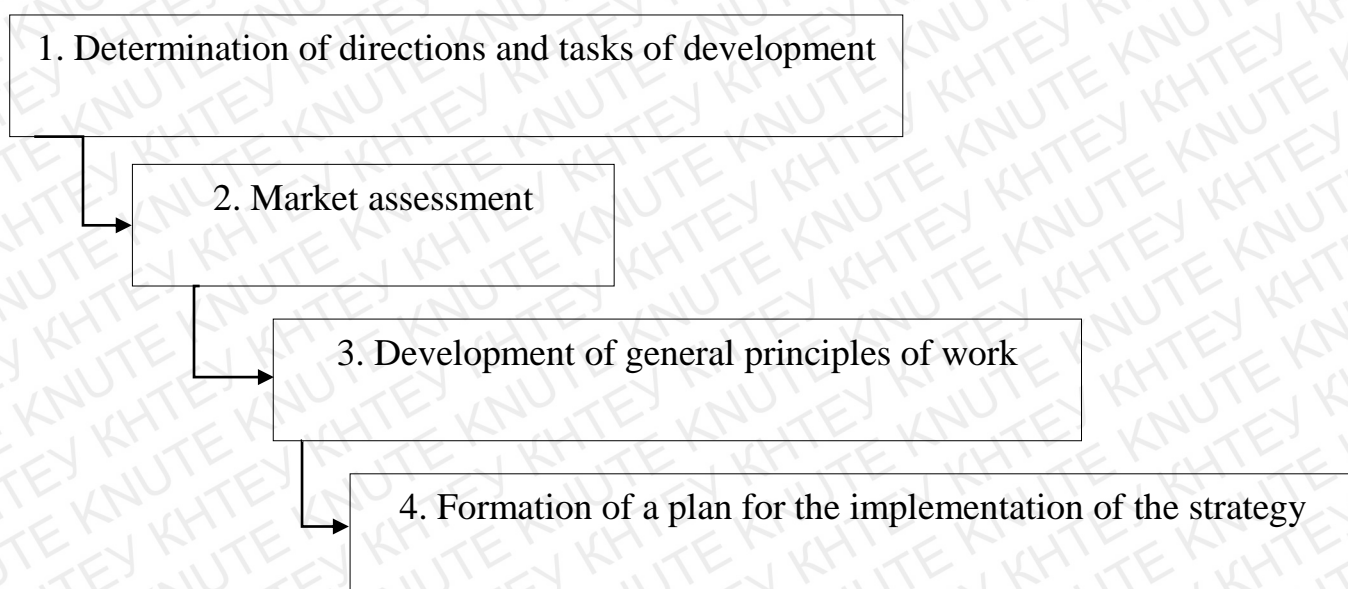


Figure 1.4 - Stages of developing a marketing strategy

At stage 1, you should define the tasks, form the goals of the marketing strategy, for example:

- 1) territorial expansion of the sales area;
- 2) conquering the market and strengthening its leadership positions;
- 3) an increase in the value of the enterprise (in the future it can be profitably sold) [26].

As a rule, at this stage, the management (owner) takes responsibility for the implementation of the marketing strategy. They must choose the type of marketing strategy and decide what the company should be in the future (in 5-10 years), as well as draw up an action plan for this period. With the setting of specific and understandable goals, the successful development of the enterprise will follow.

The second stage is the assessment of the market. Knowing the opportunities and limitations of the market, you can identify the objectives of the marketing strategy in numbers. The data required for calculations are:

- 1) annual market growth, measured as a percentage, the share of new areas in the market;
- 2) the risks that the company may face, and the degree of their influence on the consumer market;
- 3) marketing strategies of competing enterprises, the influence of competitors' behavior on a given enterprise [4].

Market assessment is carried out by employees of the development and marketing department. Also, at this stage SWOT analysis is used.

The third stage is the development of general principles of work for the entire team. All strategic goals and objectives of the enterprise must be communicated to employees. They also indicate clear ways to achieve your goals. At this stage, the management of the enterprise needs to carry out a number of works with the team and give explanations to employees - how to act and what to focus their attention on.

The motivation system should be based on the principles developed during the preparation of the marketing strategy. In the future, they should be the criteria for evaluating the entire management system. Responsibility for the implementation of this stage of creating a marketing strategy lies with the HR department and heads of structural units. Each employee must be familiar with the main values of the enterprise, which is an additional incentive for his effective work of the employee (after all, he / she will feel like a part of the common cause).

Communicating the goals of the marketing strategy to the entire team will ensure that everyone follows the established principles. The importance of holding a general meeting with the participation of employees and top management is great - this event will provide an opportunity to discuss corporate values and introduce the whole team to them [29].

At the fourth stage, a marketing strategy implementation plan is formed.

Everything that was decided in the previous stages must be documented. The annual plan acts as a document with all agreements regarding the identification of funding sources, key performance indicators (KPI), etc. It is also necessary to establish control points in which the intermediate results of the work done will be evaluated.

The executors at this stage of the marketing strategy are all managers of the enterprise and chief specialists, as well as the personnel department. When preparing the plan, you can apply the Smart method. It implies that all objectives of any type of marketing strategy must be specific, measurable, achievable, relevant and time-bound. Among other things, they must be adequate, considering the specifics of the work of employees. Each goal should have its own deadline [15].

Thus, at present there are many types of marketing strategies that an enterprise can apply depending on the market conditions and its position in the market. Marketing strategy development is a programmatic target approach, the implementation of which occurs in stages.

Conclusions to part 1

A marketing strategy is a detailed plan of action to increase the profit of an enterprise. For the enterprise, this is the fundamental development strategy. It includes step-by-step instructions on how to achieve your goals, whether it is generating applications or building brand awareness, and is written with an average forecast for a year or any other given period of time. In addition, the strategy should be regularly updated and refined, since the clearer and more relevant it is, the more profit the company can get.

As an integral part of the overall strategy of the enterprise, the marketing strategy directs activities to achieve the following strategic goals: 1) increasing the market share of the enterprise; 2) an increase in the volume of sales of the enterprise; 3) increasing the profit of the enterprise; 4) gaining leading positions in the market, etc. In this case, the goals of the marketing strategy must necessarily be consistent with the mission of the enterprise and its general global goals.

In the restaurant business, in order to achieve any of the above goals, it is necessary to form a marketing strategy based on the following elements: 1) target audience and consumer segmentation; 2) marketing complex (7 "P": product, distribution, price, promotion, physical environment, process, personnel); 3) marketing budget.

After each of the listed elements has been identified, they begin to implement the goals through a number of tasks: 1) formulation of a strategic marketing problem (this point should be given the greatest attention); 2) needs analysis; 3) segmentation of the consumer market; 4) analysis of threats and business opportunities; 5) analysis of competition in the market; 6) analysis of the strengths and weaknesses of the restaurant; 7) choice of strategy.

PART 2. APPLIED ASPECTS OF LOCAL MARKETING APPLICATION OF THE RESTAURANT "CRAZY LAND", KROPYVNYTSKYI

2.1. Evaluation of the economic activity of the restaurant

Children's entertainment center "Crazy Land" is a place of family recreation, where you can come with the whole family and immerse yourself in a variety of entertainment on attractions and shows, participate with children in educational, creative workshops, relax on comfortable sofas. a cup of coffee or eat something delicious. You will always feel at home, friendly staff will do everything possible: animators play with children, waiters serve quickly, considering all the wishes of guests, professional chefs prepare quality dishes that will appeal to both children and adults.

This place offers a lot of entertainment to all little visitors. This is a trampoline, and a large maze, and dry pools with balls for the little ones, and mountains, and a large town with houses and much more interesting for baby.

The organizational structure of the restaurant is presented in fig. 2.1.

As can be seen from Figure 2.1, the restaurant is managed by a manager (director), who is an employee. The duties of the manager include: the conclusion of supply and sales contracts, the solution of all general business issues of the restaurant. The manager is subordinate to the chief accountant and the administrator.

The duties of the chief accountant include: maintaining accounting, tax and statistical, as well as personnel records; calculation and delivery of wages to employees of the enterprise; settlements with contractors of the enterprise; preparation of various kinds of reporting. The chief accountant is subordinate to the storekeeper, who also performs the functions of the head of the household.

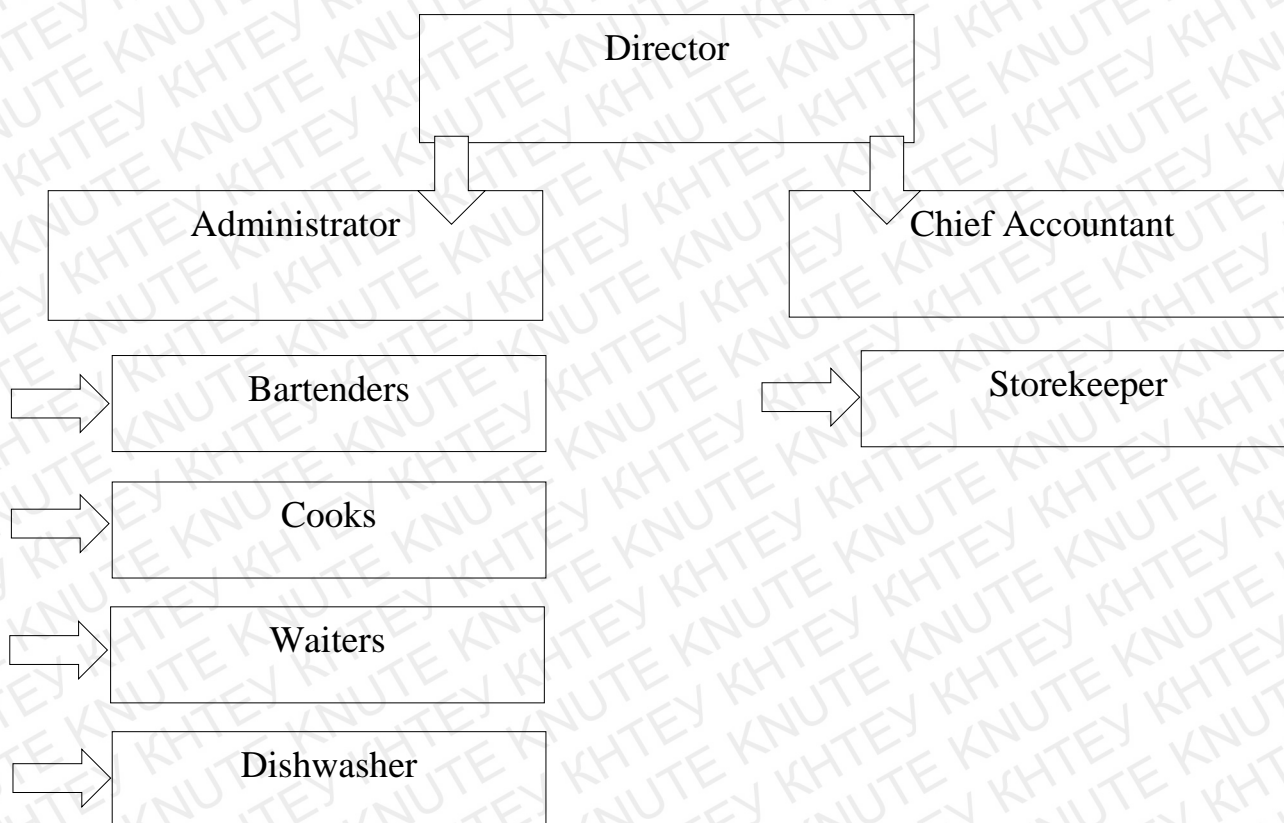


Figure 2.1 - Organizational structure of restaurant management

The duties of the administrator include organizing the work of the halls and the kitchen of the restaurant, monitoring the activities of the staff. The administrator is subordinate to the bartender, cooks, waiters and a dishwasher, whose functions also include cleaning the restaurant premises.

The premises where the restaurant is located are not directly owned by the company - a long-term lease agreement has been drawn up. All kitchen equipment was also rented. Security (including fire) is entrusted to special security companies - special contracts have been concluded.

The supply of food products is carried out from the farms of the Kirovograd region, as well as from suppliers verified by long-term cooperation, many of which are located abroad.

Based on the reporting data of the enterprise for 2017–2019 (Appendix A), as well as other data provided by the company's accounting department, we will analyze the financial and economic activities of the enterprise.

We begin the analysis by considering the dynamics of the number and structure of the personnel of the enterprise - table 2.1.

Table 2.1

The number and structure of restaurant personnel

Personnel categories	Number, persons			Specific gravity, %			Deviation			
	2017	2018	2019	2017	2018	2019	Number, persons		Specific gravity, %	
							2018-	2019-	2018-	2019-
							2017	2018	2017	2018
Director	1	1	1	9,09	6,66	6,66	-	-	-2,43	-
Administrator	1	1	1	9,09	6,66	6,66	-	-	-2,43	-
Chief Accountant	1	1	1	9,09	6,66	6,66	-	-	-2,43	-
Storekeeper	-	1	1	-	6,66	6,66	1	-	6,66	-
Bartender	1	2	1	9,09	13,33	6,66	1	-1	4,24	-6,67
Waiters	2	4	5	18,18	26,66	33,32	2	1	8,48	6,66
Cooks	4	4	4	36,36	26,66	26,66	-	-	-9,7	-
Dishwasher	1	1	1	9,09	6,66	6,66	-	-	-2,43	-
Total personnel	11	15	15	100,00	100,00	100,00	4	-	-	-
including:										
Main staff	7	10	10	66,63	66,66	66,66	3	-	3,03	-
Administrative and management personnel	3	3	3	27,27	20	20	-	-	-7,27	-
Support staff	1	2	2	9,09	13,33	13,33	1	-	4,24	-

From table 2.1, it can be seen that in 2018 the number of personnel increased by 4 people, and in 2018 - 2019 the number of personnel did not change (15 people).

According to the criterion of size, the enterprise belongs to the category of micro enterprises. The largest share in the personnel structure is occupied by the main employees.

The share of the core staff remained almost unchanged. Due to the growth in the number of auxiliary workers, their share in the total number increased by 4.24%.

Next, consider the indicators of the movement of the main workers, tab. 2.2.

Table 2.2

Movement of the main restaurant personnel

Indicators	2017	2018	2019	Deviation			
				Number, persons		Rate of increase,%	
				2018-2017	2019-2018	2019-2017	2019-2018
Number at the beginning of the year	6	7	10	-1	3	16,67	42,85
Number at the end of the year	7	10	10	3	-	42,85	-
Average annual number	7	9	10	2	1	28,57	11,11
Hired	2	5	1	3	-4	150	-80
Fired	1	2	1	1	-1	100	-50
Staff turnover rate	0,14	0,22	0,1	-0,08	-0,12	-92	-88

Table 2.2 shows that in 2018 the company has high turnover rates for key personnel. At the end of 2017, this figure is 14%, having decreased at the end of 2019 to 10%.

We will analyze the dynamics and structure of the company's expenses in table 2.3.

Table 2.3

Dynamics and structure of restaurant expenses

Expenditure	Amount, thousand UAH			Specific weight,%			Deviation			
							amount, thousand UAH		sp. weight, %	
	2017	2018	2019	2017	2018	2019	2018-2017	2019-2018	2018-2017	2019-2018
Material costs	8 923	18 268	6 964	42,84	47,58	50,69	9345	-11304	4,74	3,11
Salary	3 019	3 326	3 398	14,50	8,66	24,73	307	72	-5,83	16,07
Contributions to funds	913	1 006	1 027	4,38	2,62	7,48	92,826	21,77	-1,76	4,86
Other expenses	7 972	15 792	2 349	38,28	41,13	17,10	7820	-13443	2,86	-24,0
Total expenses	20827	38392	13738	100,0	100,0	100,0	17565	-24653	-	-

Table 2.3 shows that in 2018, compared to 2017, the amount of expenses increased significantly (by UAH 17,565 thousand), and in 2019 compared to 2018, it significantly decreased (by UAH 24,653 thousand), which is associated with a change in the amount of revenue.

Also, according to the data in table 2.3, it can be seen that the largest part of the enterprise's expenses are material costs, as well as labor costs. It follows from this that the cost of production of the enterprise is labor-intensive and material-intensive. The enterprise does not have such a cost element as depreciation (premises and equipment are rented).

Let us analyze the financial results of the company's activities in table 2.4, from which it can be seen that by the end of 2019 the company's revenue had significantly decreased - by UAH 12,197 thousand. (in comparison with the beginning of the period). This decrease is especially noticeable against the background of revenue growth in 2018 - by UAH 11,318 thousand. (compared to 2017).

The decrease in the amount of proceeds also led to a decrease in the cost price, and, accordingly, in the gross profit, profit from sales, balance sheet and net profit. The decrease in the value of the balance sheet profit also led to a decrease in the amount of tax payments. In general, at the end of 2019, the lowest net profit for the enterprise was obtained.

We will analyze the dynamics and structure of the balance sheet items in table 2.5, from which it can be seen that by the end of 2019 in comparison with 2017 there was a significant increase in the balance sheet currency - by UAH 14,880 thousand. In the asset, mainly, there was an increase in other current assets (proceeds from the sale of property, the ownership of which has not yet been registered to the buyer; the cost of spoiled material assets and shortages, the source of compensation for which is temporarily not determined), and in liabilities - due to growth of short-term accounts payable.

All assets of the enterprise are current, and their sources at the end of 2019 are: own funds (59.80%) and short-term liabilities (40.20%). In the structure of assets, the largest change in the structure occurred in accounts receivable (a decrease in the share in comparison with 2017 by 68.37%), and in other current assets (an increase in the share in comparison with 2017 by 79.07%). In the structure of liabilities, the largest change occurred in terms of equity (decrease in the share compared to 2017 by 16.10) and short-term payables (increase in the share compared to 2017 by 13.15%).

Table 2.4

Financial results of the restaurant

Articles	Amount, thousand UAH			Specific weight,%			Deviation			
	2017	2018	2019	2017	2018	2019	amount, thousand UAH		sp. weight,%	
							2018-2017	2019-2018	2018-2017	2019-2018
Revenue	29284	41102	17087	100,00	100,00	100,00	11 818	-24 015	-	-
Cost of sales	20827	38392	13738	71,12	93,41	80,40	17 565	-24 654	22,29	-13,01
Gross profit	8457	2710	3349	28,88	6,59	19,60	-5 747	639	-22,29	13,01
Revenue from sales	8457	2710	3349	28,88	6,59	19,60	-5 747	639	-22,29	13,01
Other income	4436	8305	-	15,15	20,21	-	3 869	-8 305	5,06	-20,21
Other expenses	3445	7213	171	11,76	17,55	1,00	3 768	-7 042	5,78	-16,55
Profit before tax	9448	3802	3178	32,26	9,25	18,60	-5 646	-624	-23,01	9,35
Current income tax	1200	397	590	4,10	0,97	3,45	-803	193	-3,13	2,49
Net income (loss)	8248	3405	2588	28,17	8,28	15,15	-4 843	-817	-19,88	6,86

Table 2.5

Analysis of restaurant balance

Articles	Amount, thousand UAH			Specific weight,%			Deviation			
	2017	2018	2019	2017	2018	2019	amount, thousand UAH		sp. weight,%	
							2018-2017	2019-2018	2018-2017	2019-2018
II. Current assets										
Stocks	3 329	3 027	1 652	18,44	15,48	5,02	-302	-1 375	-2,97	-10,46
Receivables	14 539	12 504	4 009	80,55	63,93	12,17	-2 035	-8 495	-16,62	-51,75
Financial investments	-	-	1 108	-	-	3,36	-	1 108	-	3,36
Funds	182	4 029	122	1,01	20,60	0,37	3 847	-3 907	19,59	-20,23
Other current assets	-	-	26 039	-	-	79,07	-	26 039	-	79,07
Total for Section II	18 050	19 560	32 930	100,00	100,00	100,00	1 510	13 370	-	-
Balance	18 050	19 560	32 930	100,00	100,00	100,00	1 510	13 370	-	-
III. Capital and reserves										
Authorized capital	10	10	10	0,06	0,05	0,03	-	-	-	-0,02
Unappropriated balance	13 689	17 093	19 681	75,84	87,39	59,77	3 404	2 588	11,55	-27,62
Total for Section III	13 699	17 103	19 691	75,89	87,44	59,80	3 404	2 588	11,54	-27,64
IV. Long term duties										
Borrowed funds	182	922	-	1,01	4,71	-	740	-922	3,71	-4,71
Total for Section IV	182	922	-	1,01	4,71	-	740	-922	3,71	-4,71
V. Short-term liabilities										
Borrowed funds	-	-	1 303	-	-	3,96	-	1 303	-	3,96
Accounts payable	4 169	1 535	11 936	23,10	7,85	36,25	-2 634	10 401	-15,25	28,40
Total for Section V	4 169	1 535	13 239	23,10	7,85	40,20	-2 634	11 704	-15,25	32,36
Balance	18 050	19 560	32 930	100,00	100,00	100,00	1 510	13 370	-	-

During 2017–2019, the company used long-term and short-term loans, the share of which in the structure of liabilities at the end of the period is small.

Based on the data in tables 2.4-2.5, we will calculate the indicators characterizing the financial activity of the enterprise - table 2.6.

Table 2.6

Main indicators of the financial activity of the restaurant

Indicators	Value of indicators			Deviation of indicators			
	2017	2018	2019	absolute		growth rate,%	
				2018-2017	2019-2018	2018-2017	2019-2018
Profitability indicators,%							
Economic profitability	28,17	8,28	15,15	-19,88	6,86	-70,59	82,83
Return on assets	45,70	17,41	7,86	-28,29	-9,55	-61,90	-54,85
Return on sales	28,88	6,59	19,60	-22,29	13,01	-77,17	197,26
Return on equity	60,21	19,91	13,14	-40,30	-6,77	-66,93	-33,98
Turnover indicators, days							
Asset turnover	221,90	171,32	693,79	-50,58	522,47	-22,79	304,97
Working capital turnover	221,90	171,32	693,79	-50,58	522,47	-22,79	304,97
Inventory turnover	40,92	26,51	34,81	-14,41	8,29	-35,22	31,28
Accounts receivable turnover	178,73	109,52	84,46	-69,22	-25,02	-38,73	-22,88
Accounts payable turnover	51,25	13,44	251,48	-37,81	238,03	-73,77	1770,46
Financial stability indicators, coefficient							
Autonomy ratio	0,76	0,87	0,60	0,12	-0,28	15,21	-31,61
Dependency ratio	0,32	0,14	0,67	-0,17	0,53	-54,77	368,01
Working capital security ratio with own current assets	1,32	1,14	1,67	-0,17	0,53	-13,20	46,23
Liquidity indicators, coefficient							
Current liquidity ratio	4,33	12,74	2,49	8,41	-10,26	194,32	-80,48
Quick ratio	3,53	10,77	0,40	7,24	-10,37	205,03	-96,33
Absolute liquidity ratio	0,04	2,62	0,09	2,58	-2,53	5912,42	-96,46

Table 2.6 shows that by the end of 2018 there was a significant improvement in all indicators, and by the end of 2019 - their significant decrease. In general, at the end of 2019, the company has the lowest indicators for the entire analyzed period, which is associated with a decrease in revenue, profit indicators, as well as a negative change in the structure of its balance sheet. The value of the indicators of quick and absolute liquidity at the end of 2019 does not correspond to the standards established for them.

In comparison with 2017, the values of indicators of profitability, turnover and financial stability have significantly deteriorated.

Thus, the results of the analysis of the financial and economic activities of the enterprise show:

- 1) an increase in the balance sheet currency, which is not favorable for the enterprise due to the deterioration of the balance sheet structure;
- 2) a significant decrease in revenue and profit indicators;
- 3) decrease in indicators for all groups: profitability, turnover, financial stability and liquidity;
- 4) an increase in the number of personnel, as well as high turnover rates among the main personnel;
- 5) high shares in the cost of material costs, as well as labor costs.

In general, the results obtained indicate problems in management, as well as in the marketing system of the enterprise.

2.2. Effectiveness monitoring of restaurant marketing programs

Monitoring is the main tool of controlling, namely a means of information and methodological support for the implementation of coordination and assistance to planning and control systems. The main purpose of creating a monitoring system is to provide information about the processes of shareholders, investors and managers of the enterprise. Since the main condition for intensifying the company's activities is the implementation, and not just the justification of business plans, investment and loans, the monitoring system should include the calculation of expected economic efficiency.

According to the goals of the organization of the monitoring system, its main tasks should be: regular observations; diagnosing the state of processes; forecasting trends in the company's activities and development of recommendations.

The main principles of monitoring should include: continuity, periodicity of information, comparability over time, development of methodological tools and technical base in the form of modern information and communication technologies.

When developing a system of monitoring indicators, the question of the structure of indicators occupies an important place. In this regard, it is necessary to identify the following structural elements of monitoring:

- regulatory and legal support;
- monitoring of production and economic activity;
- monitoring of financial potential;
- monitoring the condition of fixed assets;
- monitoring of investment activity;
- monitoring the development of corporate governance (as a potential for development and transformation of the business structure).

The information basis of monitoring is the data of the state statistical reporting, which is supplemented by the materials of surveys conducted in organizations. Monitoring information funds should be systematized with multifaceted data on investment activities of the business structure, reference and information materials on the development of regulatory and legal support of investment processes, on changes in the external environment, summarized in the relevant information databases [15].

Characteristics of the restaurant marketing system currently in use are presented in table 2.7.

Table 2.7

Characteristics of the restaurant marketing system

Restaurant marketing system element	Element presence
Marketing strategy	-
Understanding the target audience of the restaurant	+
Customer segmentation	+
Marketing planning	-
Marketing budget	-
The presence of a marketer on the staff	-
Availability of a special program to attract visitors to the restaurant	Episodic promotions
Availability of special programs for retaining visitors (turning them into regular customers)	-
Availability of a database of regular visitors of the restaurant	-
Availability of a loyalty program for restaurant visitors	-
Availability of restaurants' own website	+
Informative usefulness of the site	High
Availability of customer feedback on the website	-
Availability of contacts of the restaurant manager on the website	-
Site refresh rate	The site has not been updated for a long time
Carrying out promotions to attract clients	Episodic promotions
Presence of restaurant accounts on social networks	Facebook, Instagram
Competitive analysis	+
Tracking competitors' innovations by restaurant management	-
Conducting advertising campaigns	-
Conducting classes with bartenders and waiters about methods and techniques of active sales	-
Compliance of the data provided on the website with actual reality	Partially

From the information presented in table 2.7, it can be seen that, as an integral system, marketing activities in the restaurant in question are not conducted.

The restaurant lacks a marketing strategy, which does not allow for full, well-thought-out and consistent marketing activities. There is also no setting of specific goals

for conducting marketing activities, that is, the management does not understand what to strive for and what goals of the goals can be achieved.

The lack of a marketing strategy is complemented by the lack of a marketing plan as well as a planned marketing budget.

Despite the availability of tools that allow collecting information about customers (accounting data, order data, card settlement data, etc.), the collection and analysis of such information is not carried out. The lack of a client base does not allow:

- 1) carry out mailings (by mail, through instant messengers);
- 2) plan and implement customer loyalty programs;
- 3) plan advertising campaigns.

As a result, the restaurant management does not understand who the target audience is (who are the restaurant customers who should be the most focused on).

Besides, having your own website does not benefit the restaurant. This site, despite the attractiveness of the design, can be considered unfinished, uninformative. A visitor to this site can actually only:

- 1) see only a few photos of the restaurant itself;
- 2) read the background of its creation a second time;
- 3) familiarize yourself with a part of the restaurant's menu (since the site contains only a part of it with irrelevant prices);
- 4) get acquainted with the restaurant's past promotions (since the site is rarely updated).

There is no feedback from restaurant visitors to the management of the establishment. There is no contact information for the restaurant's management on the website.

The restaurant's management does not monitor competitors, their innovations and does not conduct competitive analysis. Also, the restaurant does not have a person responsible for marketing activities, and neither the manager nor the administrator takes on these functions. The waiters and the bartender of the restaurant are not trained in active sales techniques to increase the average customer check).

The restaurant did not run a single advertising campaign from 2017 to April 2020.

Thus, based on the results of considering the marketing activities of the restaurant "Crazy Land", it can be concluded that, in fact, out of the whole variety of marketing tools in the restaurant business, only a small part of them are used in "Crazy Land" (own website, customer acquisition, social media accounts).

To develop a marketing strategy for an enterprise, it is necessary to conduct an analysis of direct competitors, a SWOT analysis, as well as a restaurant sales analysis.

In the immediate vicinity of "Crazy Land" there are the following restaurants – table 2.8.

Table 2.8

Characteristics of competing restaurants

Main characteristics	ChaCha	Panorama	Familia Garden	Melange	Crazy Land
Focus	Restaurant	Restaurant	Restaurant	Restaurant, cafe	Restaurant
Cuisine offered to visitors	Georgian, European, Caucasian, Eastern	European, Italian	European, Thai, mixed	European, Italian	Georgian, European, Caucasian, Eastern
Opening hours	Mon-Fri 12am–12pm; Sat, Sun 12am–2pm	Mon-Thu 7am–12pm; Fri, Sat 7am–2pm; Sun 7am–12pm	Mon-Thu 12am–1pm; Fri, Sat 12am–2pm; Sun 12am–1pm	12am–1pm	Mon-Thu 12am–12pm; Fri, Sat 12am–2pm; Sun 12am–12pm
Average check, UAH	750 - 1250	750	600	300-400	400-1000
Additional services	Business lunch, summer terrace, coffee to go, breakfast, food delivery	Business lunch, coffee to go, breakfast, food delivery	Business lunch, coffee to go, breakfast, food delivery	Business lunch, coffee to go	Business lunch, food delivery, coffee to go, attractions for children, play areas
Special menu	Banquet menu	Children's menu	Grill menu	No	Banquet menu Children's menu
Wi-Fi	+	+	+	+	+
Payment by card	+	+	+	+	+

From the presented data it can be seen that within a radius of 1-3 km from the restaurant "Crazy Land" there are strong competitors offering their visitors not only varied cuisine, but also additional services.

Reviews posted on the Internet allow you to compare competitors based on the average score based on the following criteria - table 2.9. The selected criteria are scored (from 1 to 10, where 1 is very poor and 10 is very good). To obtain an average score, the scores are divided by the number of criteria.

Table 2.9

Competitive analysis of "Crazy Land" and its competitors

Indicator	ChaCha	Panorama	Familia Garden	Melange	Crazy Land
Price level	6	7	8	10	8
Convenient location	8	8	9	9	8
Interior decoration	8	9	7	8	9
Quality of service for visitors	9	8	7	7	7
Assortment of dishes	10	9	8	8	7
Additional services	8	7	7	6	8
Customer loyalty program	7	1	5	1	1
Convenience of work for visitors	5	8	5	5	5
Convenience of calculations	10	10	10	10	10
Having your own website	1	4	1	1	4
Total points	72	71	67	65	67
Average score by indicators	7,20	7,10	6,70	6,50	6,70

As you can see from the table 2.9, the greatest number of points went to "ChaCha" and "Panorama" restaurants, while "Crazy Land" and "Familia Garden" had only 6.7 points each. The score received by the restaurant in question in the opinion of visitors indicates the need for more work in the field of promoting the institution.

Next, we will conduct a SWOT analysis for the restaurant in question - table 2.10.

Table 2.10

Restaurant SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Having a clear specialization 2. There is a website on which the menu is laid out 3. Democratic price range (from 400 to 1000 UAH) 4. Themed months are held 5. There is delivery of orders 6. Convenient location of the restaurant 7. Interior decoration 	<ol style="list-style-type: none"> 1. The site is not informative (there is no feedback, no contacts of the management, due to the delay in updating - irrelevant information) 2. High turnover of key personnel 3. The main staff does not know how to sell dishes 4. No advertising campaigns 5. No marketing budget 6. No clear marketing goal 7. Financial indicators are not planned and not linked to marketing goals
Opportunities	Threats
<ol style="list-style-type: none"> 1. Increase in market share (for example, dishes for vegetarians, etc.) 2. New types of services (for example, holding off-site banquets and children's parties; delivery of set meals or lunches to offices) 3. Expansion of the assortment (both by types of cuisine of different nations of the world, and by dishes of Mediterranean cuisine) 4. Creation of a restaurant chain 5. Development of your own brand 6. Growing restaurant recognition 	<ol style="list-style-type: none"> 1. Lack of marketing strategy 2. The presence of strong competitors in the immediate vicinity and their additional strengthening 3. The emergence of several more strong competitors with an aggressive policy of attracting and retaining visitors 4. Growth of the tax burden 5. Rising prices for products and resources used 6. Decrease in purchasing power of the population due to coronavirus 7. Widespread dissemination of unfavorable information about the restaurant in the media

From the presented data, we can conclude that:

1) the most promising in the medium term for a restaurant are:

- expansion of the sales market;
- an increase in the range of dishes offered to visitors from the cuisine of different nations of the world, as well as based on the needs of consumers (for example, for vegetarians);
- growth of services offered;

2) the most unfavorable events for the restaurant in the medium term include:

- continuation of work without specifying marketing goals and a formed marketing strategy;
- the emergence of new competitors or the strengthening of existing ones;
- widespread dissemination of unfavorable information about the restaurant in the media (history of poisoning, negative reviews of visitors, history of the place where the restaurant is located).

An analysis of the restaurant's revenue by line of business is carried out in table 2.11, from which it can be seen that most of the revenue is the direct production and sale of dishes to restaurant visitors. At the end of 2019, the share in the revenue of this line of business was 59.12%. In addition, a significant share in revenue is made up by the service of making and selling a business lunch - 31.81% at the end of 2019.

The rest of the activities have insignificant shares in the total revenue structure. The analysis of proceeds from the sale of dishes by price range will be carried out in table 2.12, from which it can be seen that in 2017 the largest share in the revenue structure was occupied by dishes at a price of 300 - 400 UAH. (32.98%) and at a price of 200 - 300 UAH. (29.15%). By the end of 2019, the revenue structure of dishes changed, and dishes at a price of 200 to 300 UAH began to dominate in revenue. (30.20%), as well as at a price of 100 - 200 UAH. (18.35%). At the same time, the share of expensive meals in the revenue structure was practically stable throughout the year.

Table 2.11

Analysis of restaurant revenue by line of business

Service type	Revenue, thousand UAH			Share in revenue, %			Deviation			
	2017	2018	2019	2017	2018	2019	in revenue, thousand UAH		sp. weight, %	
							2018- 2017	2019- 2018	2018- 2017	2019- 2018
Production and sale of dishes	18 087	22 722	10 103	61,8	55,3	59,12	4 635	-12 619	-6,5	3,82
Making and selling dishes for a business lunch	7 567	13 925	5 439	25,84	33,9	31,83	6 358	-8486	8,06	-2,07
Food delivery	2 020	2 349	852	6,90	5,72	4,99	329	-1 497	-1,18	-0,73
Organization of parties and banquets	952	1 014	338	3,25	2,47	1,98	62	-676	-0,78	-0,49
Other services	658	1 092	355	2,25	2,66	2,08	434	-737	0,41	-0,58
Total	29 284	41 102	17 087	100,00	100,00	100,00	11 818	-24 015	-	-

Table 2.12

Analysis of restaurant revenue by price range of dishes

Price range of dishes	Revenue, thousand UAH			Share in revenue, %			Deviation			
	2017	2018	2019	2017	2018	2019	in revenue, thousand UAH		sp. weight, %	
							2018-2017	2019-2018	2018-2017	2019-2018
up to UAH 100	1 264	1 588	1 467	4,93	4,33	9,44	324	-121	-0,59	5,11
from 100 to 200 UAH	2 661	5 891	2 852	10,37	16,07	18,35	3 230	-3 039	5,70	2,28
from 200 to 300 UAH	4 526	10 684	4 694	17,64	29,15	30,20	6 158	-5 990	11,51	1,05
from 300 to 400 UAH	8 950	12 086	2 756	34,89	32,98	17,73	3 136	-9 330	-1,91	-15,25
from 400 to 500 UAH	4 697	3 755	1 774	18,31	10,25	11,41	-942	-1 981	-8,06	1,17
from 500 to 600 UAH	2 569	1 989	1 443	10,01	5,43	9,28	-580	-546	-4,59	3,86
from 600 UAH	987	654	556	3,85	1,78	3,58	-333	-98	-2,06	1,79
Total	25 654	36 647	15 542	100,00	100,00	100,00	10 993	-21 105	-	-

It is also necessary to analyze the restaurant's revenue in the context of the number of visitors and the average check - table 2.13.

Table 2.13

Analysis of the restaurant's revenue by the number of visitors and the average check

Indicators	Value			Deviation			
	2017	2018	2019	absol.		growth rate,%	
				2018-2017	2019-2018	2018-2017	2019-2018
Revenue of restaurant visitors, thousand UAH	25 654	36 647	15 542	10 993	-21 105	42,85	-57,59
Number of restaurant visitors, people	13 942	20 654	9 854	6 712	-10 800	48,14	-52,29
Average bill of a restaurant visitor, thousand UAH	1,84	1,77	1,58	-0,07	-0,20	-3,57	-11,11

From table 2.13, you can see that the highest level of the average check was in 2017 (1.84 thousand UAH). In 2018, even with an increase in revenue from the sale of dishes, there was not an increase in the average check, but an increase in the number of restaurant visitors (the average check was UAH 1.77 thousand). In 2019, along with a drop in revenue from the sale of dishes, there was also an additional decrease in the average check, the level of which amounted to UAH 1.58 thousand. At the same time, one of the main factors in the decrease in the average check is a decrease in the purchasing power of the population - although consumers visit restaurants, they leave much less in them than before.

Thus, considering the data of competitive analysis, SWOT analysis, as well as analysis of revenue, as a marketing strategy, "Crazy Land" restaurant can propose a

strategy to expand and diversify its market share based on an increase in the number of customers, as well as the number of repeat visits to the restaurant.

It is impossible to apply the strategy of increasing revenue by increasing the average ticket, because:

- 1) a difficult market situation in the country (the majority of the population simply will not have enough funds to visit a restaurant frequently);
- 2) such strong competitors as, for example, restaurants "Chacha", "Panorama" will not allow implementing this type of strategy (there will be an outflow of customers to these restaurants).

Conclusions to part 2

Based on the results of considering the activities and marketing of the Crazy Land restaurant in 2017 - 2019, the following conclusions were obtained:

- 1) the restaurant was opened in 2013 and positions itself as an elite, specializing in mixed cuisine. The status of the institution is emphasized by the exquisite interior, which immerses visitors in a special atmosphere, the presence of various attractions and play areas for children.
- 2) according to the headcount category, the enterprise belongs to the class microenterprises;
- 3) the location of the restaurant can hardly be considered successful. On the one hand, the restaurant is located in the city center, in a historical place, with good transport accessibility. On the other hand, the parking lots closest to the restaurant are located at some distance from the entrance, which is not liked by all visitors;
- 4) the restaurant has practically no marketing activity: there is no marketing strategy, marketing planning is not carried out, there is no marketer in the staff, advertising campaigns are not carried out, there are no customer loyalty programs, etc.;
- 5) Considering the fact that the restaurant business in the city of Kropyvnytskyi is highly competitive, the outflow of customers led not only to reputation losses, but also to a significant decrease in revenue and net profit at the end of 2020 (the minimum level for the period 2017 – 2019).

PART 3. ORGANIZATION OF LOCAL MARKETING OF THE RESTAURANT "CRAZY LAND", KROPYVNYSKYI

3.1. Development of marketing activities for the segment of loyal consumers

The marketing strategy proposed for implementation by the Crazy Land restaurant should be based on the following directions - figure 3.1.



Figure 3.1 - The main directions for the implementation of the proposed marketing strategy

Let's consider the actions for each proposed area.

1. Increasing the number of regular visitors can be achieved by:

1) creating a base of regular visitors, which should contain the following information:

- the name of the visitor;
- his birthday (then the client's age will also be clear);
- his taste preferences (most frequently ordered dishes);
- his contact mobile number;
- the presence of a mailbox and a messenger installed on a smartphone;

2) the creation of a base of regular customers will also be facilitated by the issuance of loyalty cards, for which you will need to fill out a questionnaire, in which all the above information should be contained as questions.

A loyal customer card must accumulate bonuses, upon accumulation of which a loyal customer has the right to spend them at any time convenient to him as payment for ordered dishes - figure 3.2.

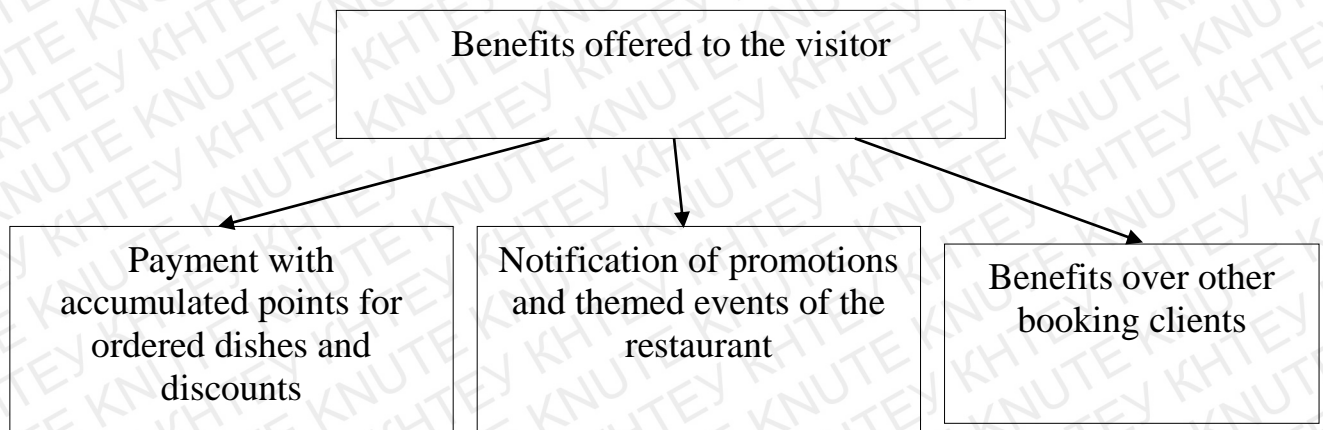


Figure 3.2 - Benefits of owning a loyalty card

In addition, a loyal customer card can have the following benefits for its holder:

- he / she will be the first to know about all the innovations, promotions and thematic events held by the restaurant;
- he / she will have priority rights to book a table at a time convenient for the cardholder.

In addition, if a customer is celebrating their birthday at a restaurant, they will receive a discount from the bill or a gift from the establishment.

Also, the best in comparison with competitors' level of service, serving of dishes, more interesting interior, availability of additional services (for example, a photo for memory, sale of souvenirs and fresh flowers, etc.) can make the restaurant visitors come again.

2. Activities to attract new customers should include:

- 1) production and placement of outdoor advertising near the entrance or in the immediate vicinity of the restaurant;

- 2) a restaurant can be involved in various media projects: for example, events held in honor of an event in the city of Kropyvnytskyi;
- 3) carrying out various thematic events and tastings in the restaurant. Such events should be held monthly in accordance with a plan approved for the year (for example, a charity dinner, etc.);
- 4) enticing customers from other competing restaurants (for example, a customer receives a present or a discount on the most expensive dish in the check from the restaurant on the first visit);
- 5) extensive advertising campaign in all types of media (especially on the Internet);
- 6) maximum use of social networks to promote and popularize the restaurant (including holding any game with users of social networks, the prize of which is a dinner for two in a restaurant).

If visitors do not just eat in a restaurant, but get the atmosphere and positive emotions they need, they will want to come back, and also tell their friends and acquaintances about it. Such "word of mouth" is also one of the tools for attracting new customers who, having become interested in the story of their friends / acquaintances, will also want to visit a restaurant.

Retention activities for attracted visitors should include:

- 1) analysis and continuous improvement on its basis of the visitor service system. Service systems need to be developed that are based on sound standards. Marketing does not end at the facade of the restaurant and the hall - it is closely interconnected with the kitchen, cashier and administrative staff;
- 2) development of the sales system. The main task here is to conduct a constant analysis of what is bought by visitors and in what quantity, which makes it possible to form key positions and anchor dishes. The results of this analysis can increase sales;
- 3) carrying out constant work on training personnel in sales techniques. The bartender and waiters should not only accept an order from visitors, but be able to interest them by talking about a particular dish, recommending an additional sauce or side dish for it, etc.

3. In addition to the methods listed above, the following activities can increase the number of clients:

- 1) organization of celebrations, off-site banquets, children's parties with the delivery of restaurant food;
- 2) the organization of the production of baked goods and gourmet desserts - with the possibility of ordering them both in the restaurant itself and their delivery to the specified address. For example, the organization of the production of any unusual chocolate or candy variety. With a properly organized advertising campaign, this type of activity will attract interested new customers and increase revenue. In addition, such confectionery can be delivered to stores that position themselves as outlets for the middle class and above, which will also allow the restaurant to advertise itself and attract new customers.

In addition, in order to increase the number of visitors, the restaurant should be supplemented with some kind of leisure facilities.

Here you can suggest:

- organization of private parties for classical music lovers (for example, the whole evening, the visitors of such a party will be performing works of great composers of the 17th-19th centuries);
- organization of stylized costume parties;
- organizing an evening for lovers of Silver Age poetry, etc.

Such parties are status parties, which requires serving, in accordance with the interior and theme of the evening, any expensive dishes and wines. Not a single restaurant in the city of Kropyvnytskyi has yet held such evenings, meanwhile, there is a demand for such events (not everyone wants to spend an evening in a restaurant just eating ordered meals and listening to music that is played in almost any restaurant, there is a demand for spiritual food, which, due to the complex work schedule, not everyone can get). By organizing such events on a weekday evening (not the highest grossing day, except Friday), the restaurant will not only attract new interested visitors, but also (due to the status of the event) increase the average check, and, consequently, revenue.

Thus, drawing up, in accordance with the proposed marketing strategy, its local marketing plan, the restaurant will be able to use all types of promotion to the maximum. At the same time, the maximum attention should be paid to public relations and public relations of the restaurant, especially at first.

In order for all planned events to take place with the greatest effect, a marketing calendar should be drawn up, which will determine the activity of the restaurant for the coming year. By dividing such a marketing calendar into periods (months or weeks), and linking each period to a specific marketing event, it will be easier for an enterprise to track the fulfillment of its goals.

3.2. Evaluation of performance indicators of the local marketing system

Let's calculate the costs of implementing the proposed measures to implement the developed marketing strategy of the restaurant. To do this, we will draw up a budget for advertising costs for the first half of 2021 - table 3.1.

Table 3.1

Advertising spending budget for the first half of 2021

Direction of expenses		Dates	Unit price, thousand UAH	Amount, thousand UAH
Kind	Units			
Double-sided advertising pillar (clamshell) in front of the entrance to the restaurant	1	from 01.01.2021	6,90	6,90
Advertising banners in the city center	2	from 01.01.2021 until 31.05.2021	8,50	17,00
Radio commercials				237,60
- Radio Lux FM	10 times a month, mode: 2 times a day for 30 seconds; 3 months		33 hryvnia per second	59,40
- Radio Pyatnitsa	10 times a month, mode: 2 times a day for 30 seconds	from 01.01.2021 until 31.05.2021	42 hryvnia per second	118,80
- Ukrainske radio Kropyvnytskyi	10 times a month, mode: 2 times a day for 30 seconds; 3 months		40 hryvnia per second	59,40
Advertising banners on the Web	6 times a month for 15 days	from 01.01.2021 until 31.05.2021	15,000 per banner	90,00
Mass mailing of messages to regular customers	2 times a month for 300 people	from 01.01.2021 until 31.05.2021	1.50 per person	5,40
Promotions in the restaurant	2 times a month	from 01.01.2021 until 31.05.2021	5,000 per share	60
Total costs				416,90

Table 3.1 shows that the total amount of expenses for the advertising campaign in the first half of 2021 amounted to UAH 417 thousand, of which most of the expenses are spent on advertising on the most popular radio stations among middle-aged and older people. In addition, monthly advertising banners will be placed on the Web, and on the occasion of certain planned events, WhatsApp and Viber will be sent.

We will calculate the costs of the customer loyalty program in table 3.2.

Table 3.2

Budget for customer loyalty program expenses for the first half of 2021

Direction of expenses		Unit price, thousand UAH	Amount, thousand UAH
Kind of activity	Units		
Formation of a customer base (software)	1	15	15,00
Printing cards	300	0,075	22,50
Discount or present from the restaurant to the loyalty card holder	225	0,2	45,00
Organization of thematic events	12	5	60,00
Tastings	300 people, once every 2 months	0,1	90,00
Total expenses			232,50

The total amount of measures planned for the first half of 2021 to create and maintain a customer loyalty program will amount to UAH 233 thousand. The program provides for writing a special program for creating and maintaining a database of regular customers. It also provides for the issue of special loyalty cards - for 300 people. It is planned that at least $\frac{3}{4}$ of cardholders will want to get a discount on the card, for each cardholder it is provided for UAH 200 discounts.

In addition, additional costs arise in connection with the maintenance of the restaurant's website up to date – UAH 10 thousand monthly. Total 60 thousand UAH for the first half of the year.

Thus, the total cost of the planned activities within the proposed marketing strategy amounted to 709.40 thousand UAH.

It is predicted that, taking into account the implementation of the proposed marketing strategy and the plan for its implementation, the number of restaurant visitors will increase by 15%, which even if the average check remains at the level of 2019, as well as the level of revenue from other types of restaurant activities, will lead to an increase in total revenue by 2 363 thousand UAH - table 3.3.

Table 3.3

Calculation of economic efficiency from the proposed restaurant marketing strategy and a plan for its implementation

Service type	Revenue, thousand UAH		Deviation	
	2019	2021	thousand UAH	growth rate, %
Number of visitors	9 854	11 332	1 478	15,00
Average check, thousand UAH	1,58	1,58	0,00	0,18
Revenue from the manufacture and sale of dishes	15 542	17 905	2 363	15,20
Food delivery	852	852	0	0,00
Organization of parties and banquets	338	338	0	0,00
Other services	355	355	0	0,00
Total revenue	17 087	19 450	2 363	13,83
Cost price	13 738	14 425	687	5,00
Revenue from sales	3 349	5 025	1 676	50,04

Even with an increase in the cost of meals (for example, by 5%), the increase in profit from sales will amount to UAH 1,676 thousand. (50.04%) from the level of 2019. Conclusions on the third section of the work.

Based on data from competitive analysis, SWOT analysis, and revenue analysis, Crazy Land was offered a strategy of expanding and diversifying its market share as a

marketing strategy based on increasing the number of customers and the number of repeat visits to the restaurant.

In accordance with the proposed marketing strategy, in the short term, the plan for its implementation includes:

- 1) an increase in the number of restaurant visitors;
- 2) creating conditions for attracting and retaining new customers;
- 3) expansion of the scope of services provided.

The obtained preliminary calculations indicate the economic efficiency of the proposed measures, since:

- the income received will exceed the amount of expenses for the program;
- there will be an increase in the number of visitors, as well as revenue and profits from sales.

Conclusions to part 3

Based on the data of competitive analysis, SWOT analysis, as well as analysis of revenue, as a marketing strategy, Crazy Land was offered a strategy to expand and diversify its market share, based on an increase in the number of customers, as well as the number of repeat visits to the restaurant.

In accordance with the proposed marketing strategy, in the short term, the plan for its implementation includes:

- 1) an increase in the number of restaurant visitors;
- 2) creating conditions for attracting and retaining new customers;
- 3) expansion of the scope of services provided.

The obtained preliminary calculations indicate the economic efficiency of the proposed measures, since:

- the income received will exceed the amount of expenses for the program;
- there will be an increase in the number of visitors, as well as revenue and profits from sales.

CONCLUSIONS

Marketing strategy is understood as an action plan to increase the company's profits. For an enterprise, a marketing strategy is a fundamental strategy for its development, which includes step-by-step instructions for achieving the goals set, with an average forecast for a year or any other specified period of time. In the restaurant business, the marketing strategy must be regularly updated and refined, because the clearer and more relevant it is, the more profit the restaurant can get.

As an integral part of the overall strategy of the restaurant, the marketing strategy directs activities to achieve the following strategic goals: 1) increasing the market share; 2) an increase in sales; 3) increase in profits; 4) gaining leading positions in the market, etc. At the same time, the goals of the restaurant's marketing strategy must be consistent with its mission and its general global goals.

In the practical part of the work, the activity of the restaurant - "Crazy Land" was considered. Based on the results of the review of the activities and marketing of the restaurant "Crazy Land" in 2017 - 2019, the following conclusions were obtained:

- 1) The restaurant was opened in 2013 and positions itself as specializing in the preparation of gourmet mixed cuisine. The institution is characterized by an exquisite interior that immerses visitors in a special atmosphere, the presence of a variety of attractions and play areas for children.
- 2) according to the size category, the restaurant belongs to the class of micro-enterprises;
- 3) the location of the restaurant is in the city center, in a historical place, with good transport accessibility, but difficulties for parking personal vehicles;
- 4) the restaurant has practically no marketing activity: there is no marketing strategy, marketing planning is not carried out, there is no marketer in the staff, advertising campaigns are not carried out, there are no customer loyalty programs, etc.;
- 5) considering the fact that the restaurant business in the city of Kropyvnytskyi is highly competitive, this led to a significant decrease in revenue and net profit at

the end of 2020 (the minimum level for the period 2017 - 2020). Based on data from competitive analysis, SWOT analysis, and revenue analysis, Crazy Land was offered a strategy to expand and diversify its market share as a marketing strategy based on increasing the number of customers, as well as the number of repeat customer visits.

In accordance with the proposed marketing strategy, in the short term, the plan for its implementation includes:

- 1) an increase in the number of restaurant visitors;
- 2) creating conditions for attracting and retaining new customers;
- 3) expansion of the scope of services provided.

The obtained preliminary calculations indicate the economic efficiency of the proposed measures, since:

- the income received will exceed the amount of expenses for the program;
- there will be an increase in the number of visitors, as well as revenue and profits from sales.

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APPENDICES

Appendix A

Financial statements of the enterprise for 2017 - 2019

Balance sheet

Indicators	2017	2018	2019
II. Current assets			
Stocks	3 329	3 027	1 652
VAT on purchased assets	0	0	0
Receivables	14 539	12 504	4 009
Financial investments	0	0	1 108
Cash	182	4 029	122
Other current assets	0	0	26 039
Total for Section II	18 050	19 560	32 930
Balance	18 050	19 560	32 930
Liability			
III. Capital and reserves			
Authorized capital	10	10	10
Retained earnings	13 689	17 093	19 681
Total for Section III	13 699	17 103	19 691
IV. Long term duties			
Borrowed funds	182	922	0
Total for Section IV	182	922	0
V. Short-term liabilities			
Borrowed funds	0	0	1 303
Accounts payable	4 169	1 535	11 936
Total for Section V	4 169	1 535	13 239
Balance	18 050	19 560	32 930

Income statement

Indicators	2017	2017	2019
Revenue	29 284	41 102	17 087
Cost of sales	20 827	38 392	13 738
Gross profit (loss)	8 457	2 710	3 349
Business expenses	0	0	0
Administrative expenses	0	0	0
Profit (loss) from sales	8 457	2 710	3 349
Income from participation in other organizations	0	0	0
Interest receivable	0	0	0
Percentage to be paid	0	0	0
Other income	4 436	8 305	0
Other expenses	3 445	7 213	171
Profit (loss) before tax	9 448	3 802	3 178
Current income tax	1 200	397	590
Net income (loss)	8 248	3 405	2 588

Appendix B

Additional services of the "Crazy Land" restaurant

- Aqua makeup (applied with special paints that are completely safe: do not cause allergies and are easy to wash off);
- Babysitting service;
- Accompanied by the coordinator;
- 12 D motion sphere;
- Oculus;
- Laser tag;
- Roller track;
- Instruction on rollers;
- Shooting paintball;
- X-Box;
- Race and motorcycle simulator;
- We conduct interesting master classes on various topics.

An interesting pastime for every child in "Crazy Land" will be a quest. This is a themed, team game with a specific storyline. The main task is to solve various problems, search for items and get tips. Themes and characters can be chosen for any children's preferences.

Shows:

- Soap bubbles show;
- Paper show;
- Cryo show.

For parents and children there is a great offer - "Camp". What is important - the service is valid all year round. The child can be left for a whole day or for a few hours. Children in the camp have access to all the activities of the entertainment center, delicious food. And parents can be sure of the complete safety of the child.

For birthdays, gifts begin at the entrance. On the birthday the child can be in entertainment center completely free (with the original birth certificate) + one free game

of laser tag! To do this, this place offers a number of services: banquet menu (pre-order in 3 days). There is a children's menu. Guests can celebrate both in the common room and in closed rooms with an interesting interior. Decoration with festive attributes of the festive hall. You can order the cake in "Crazy Land", it will definitely be delicious and original. But always is allowed go to meet customers and allow to bring a holiday cake with you. And the favorite hero will take out a cake and congratulate the birthday boy (at will). There is a bright game - piñata. You can order to your liking or buy ready-made. Alcoholic beverages (wine, liqueur, champagne), in addition to beer, are allowed to bring. Crazy Land is open daily from 10 am to 9pm. [31]