

Oleksandr Kolot

private entrepreneur. Ukraine

ORCID: <https://orcid.org/0009-0003-8811-890X>

DIAGNOSTICS OF DEVELOPMENT AND DETECTION OF TRENDS IN PLANNING OPERATIONAL ACTIVITIES OF HOTEL AND RESTAURANT BUSINESS ENTERPRISES IN CONDITIONS OF UNCERTAINTY

The article is devoted to diagnostics of development and detection of trends in planning of operational activities (OA) of hotel and restaurant business enterprises (HRB) in conditions of uncertainty.

The functioning of GRB enterprises is influenced by macroeconomic, security and infrastructure obstacles, which cause permanent uncertainty in the market environment. Traditional approaches and deterministic models of management and planning of OD, designed for stable market cycles and forecasted trends, lose their predictive ability. Classic tools (monthly budgets, fixed staffing schedules, strict standards, etc.) are not adapted to the changing and unpredictable exogenous environment. The specificity of GRB enterprises determines the direct dependence of the efficiency of OD processes of such enterprises on external environmental factors. This makes the issue of diagnosing the development and identifying trends in OD planning of GRB enterprises under conditions of uncertainty relevant. The task of the diagnostic and analytical stage of planning the operational management of GRB enterprises is not only to ascertain financial and economic results, but also to identify the "dynamic capabilities" of the operating system to adapt to changes and deep methodological deformations in the mechanisms of making planning decisions at the micro level under the influence of exogenous destructions.

Trends in the development of the hospitality industry have been identified. Key problems of planning of OA of HRB enterprises are highlighted. A methodology for complex diagnostic analysis of OA of HRB enterprises in conditions of uncertainty is proposed. It is found that any current and prospective management decisions at HRB enterprises should be based on a clear regulatory establishment of buffer costs. It is determined that there is an inverse relationship between the scale of the HRB enterprise and the specific cost of generating autonomous resources. Indicators of operational stability of HRB enterprises in conditions of uncertainty are given. The mechanism of destruction of the current planning system of the OA of HRB enterprises under the influence of specific environmental factors is revealed. It is proved that the organization of planning at the enterprises of the HRB should be transferred from the reactive-deterministic plane to the principles of adaptive-resource balancing.

Keywords: enterprise, hotel and restaurant business, operational activities, operational stability, diagnostics, trends, planning, uncertainty, methodology, profitability.