

ORIGINAL PAPER



DOI: 10.26794/2304-022X-2022-12-1-66-78

UDC 338.45:642.5(045)

JEL L83

Improvement of the Restaurant Business Management System in the Republic of Belarus

S.L. Witowski^a, I.I. Hutarava^b^a EF Education First, Moscow, Russia;^b Institute of Business of the Belarusian State University, Minsk, Republic of Belarus

ABSTRACT

The research subject is the state of the restaurant business in the Republic of Belarus (RB) as an important part of the country's hospitality industry. The purpose of the work is to form proposals in the prospects and current trends in the development of this industry, including considering the improvement of the restaurant business management system in the RB. The authors examined the specifics of its interaction with several industry complexes (detailed with tourism). Also, the paper identified the prospects and directions for its development, studied the features of management in this area, determined areas for improving the restaurant business management system in the country. The authors used statistical and comparative types of analysis, a systematic approach, and the use of a categorical apparatus in the food industry as a methodological basis of the study. The practical significance of the work spreads in the development of proposals that contribute to the effective development of this industry in the future and to overcome certain difficulties that currently exist in this market. As follows, the formation of professional management, the application of modern methods of work in this market beginning from implementing marketing concepts to the use of Internet marketing tools, as well as gastronomic tourism development and intensive interaction with the tourist infrastructure.

Keywords: restaurant business; hospitality industry; restaurant business management; effective management; manager of the future

For citation: Witowski S.L., Hutarava I.I. Improvement of the restaurant business management system in the Republic of Belarus. *Management Sciences*. 2022;12(1):66-78. (In Russ.). DOI: 10.26794/2304-022X-2022-12-1-66-78

INTRODUCTION

The National Strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030 defines the objectives, stages and directions of the country's transition to post-industrial society and innovative development of the economy.¹ This also applies to the service sector, including the hospitality industry, including restaurant and hotel business, organization of events, etc. and one of the main in the complex of tourist services. [1]

In its content restaurant business represents the area of business activity, which aims to manage and organize both restaurant and other catering facilities, and focuses primarily to the needs in a varied, healthy and nutritious food, and to make a profit. [2] Foreign authors made a significant contribution to the development of the restaurant business, such as Ph. Kotler, J. Bowen, J. Makens [3], J.R. Walker [4], J. Sala [5], R.C. Mill [6].

It is on the effective management in this field depends on its competitiveness, and also the opportunity to develop in new macroeconomic realities.

INTERACTION OF RESTAURANT BUSINESS WITH INDUSTRY COMPLEXES

Modern restaurant business facilities can work closely with various industry complexes (*table 1*). This service sector plays a crucial role in decision many socio-economic challenges not only of the country but also of the regions of the country. [7, 8]

Close interaction of the restaurant business with the tourist infrastructure positively affects the image of the country. The last point will be solved in more detail.

¹ National Strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030. URL: <https://pervadmin.gov.by/page-4830> (accessed on 30 September 2021).

According to data from the Ministry of Statistics and Analysis, in the Republic of Belarus in 2020 was functioning 1 348 organizations, which conduct their activities in the sphere of tourism, while in 2019 the number was the maximum and was 1 544 units.

2020 was a turning point for the hospitality industry, as the tourism industry functioned under the global tourism crisis caused by the coronavirus pandemic COVID-19 and subsequent restrictive measures. In the first half of 2020, tourist traffic fell by 65% compared to the previous year, the number of foreign tourists and excursionists who visited the Republic of Belarus in 2020, amounted to 27 290 people (on 9 351 less than in 2010). According to forecasts UNWTO,² will take 2.5 to 4 years to return to pre-crisis levels. [9, 10]

For the development of the hospitality industry, an innovative strategy was adopted for the formation of Minsk's own style and its international visibility to promote the city among foreign tourists until 2035.³ According to data [11–13], has been the development of rural, ethnographic, inclusive and other types of tourism.

INBOUND TOURISM IN THE REPUBLIC OF BELARUS: AMERICAN TOURISTS

Inbound tourism in the Republic of Belarus is currently developing. [14]

According to the results of the state program "Belarus hospitable", published in 2018,⁴ due to the plan to develop this sector

² UNWTO — World Tourism Organization, specialized intergovernmental agency of the United Nations system, comprising 158 member countries, 6 associated territories, 2 observer territories and more than 500 affiliated organizations. URL: <https://www.unwto.org/>

³ Innovative strategy of formation of own style of Minsk and its recognizable international image for popularization of the city among foreign tourists until 2035. URL: https://minsk.gov.by/ru/normdoc/4476/pril_276_04022021_strategiya.shtml (accessed on 30 September 2021).

⁴ Information on the implementation in 2018 of the state program "Belarus Hospitable" for 2016–2020. Ministry of Sport

Table 1

Interaction specifics of the restaurant business with other industry complexes and activity areas

Interaction of the restaurant business with several industry complexes and activity areas	Description
1. Cultural and entertainment complex	Restaurant business facilities may include cultural and entertainment programmes
2. Therapeutic recreation complex	Implementation into practice the idea of a healthy lifestyle (HL) assumes the organization of diet and vegetarian food, which contributes to the increase in the number of restaurants specializing of a healthy lifestyle
3. Food and trade-distribution complex, complex of social protection of population	Creating new jobs in the industry, the restaurant business thus solves both economic and social problems
4. Tourist infrastructure	Restaurant business directly interacts with tourist and excursion complex, at the same time being a significant factor in the formation of tours that promotes the development of priority types of tourism in a region (country), stimulates the business activity of the region and its investment attractiveness
5. Non-commercial activities	Restaurant business facilities can be the organizers of non-profit, charitable and sponsorship events, and provide nutritional services and services for the production of culinary products and confectionary on a free basis or on payment terms for these services at a low level of social

Source: compiled by the authors based on [7].

between 2016 and 2020, the number of foreign tourists exceeded expectations.

With regard to the composition of visitors to the Republic for the last fifteen years (from 2005 to 2019) guests, must pay attention to the fact that in 2005, among others, there were 3% more Americans; in subsequent years, the rate did not exceed 0.9% and averaged was equal to 0.6% (from 2008 to 2018). As a rule, most foreigners come to the

and Tourism of the Republic of Belarus. URL: http://www.mst.by/uploads/files_news/Tourism/Info-Progr-Tour.docx (accessed on 08 June 2020).

Republic from the CIS countries, so it should be considered the number of tourists from other countries separately. In this category, the percentage of Americans, although small, is slightly higher — an average of 3.4% in all years of this research.

In 2019, the number of American tourists in the hotel industry in Belarus were also positive, and the USA was in the top ten in terms of the number of visitors staying in hotels. [15] This was contributed to facilitated by the repeal visa regime by the Decree of the President of Belarus No. 8 “On the es-

Table 2

Main indicators of public catering development

Indicators	2010	2015	2016	2017	2018	2020	Deviation
Number of catering facilities	11 965	12 545	12 779	12 978	13 371	14 165	2200
Number of places in public catering facilities, thous.	738.9	768.5	769.7	773.0	775.0	773.8	+34.9
Number of places in public catering facilities per 10000 people	780	812	813	818	822	828	+48

Source: compiled by the authors according to the National Statistical Committee of the Republic of Belarus Domestic trade and public catering of the Republic of Belarus. 2021; URL: https://www.belstat.gov.by/ofitsialnaya-statistika/realny-sector-ekonomiki/vnytrennia-torgovlya/roznichnaya-torgovlya/publikatsii_6/index_39703/ (accessed on 05.12.2021).

establishment of a visa-free procedure for the entry and departure of foreign citizens”⁵ in February 2017, and in July of the following year the period of stay without a tourist visa was increased from 5 to 30 days (provided that entry into the country and subsequent departure will pass through the state border at the Minsk National Airport). Simplification of the entry process along with investments in the tourism sector, joint projects with EU tourism organizations have already brought benefits and led to an increase in the number of foreign (particularly American) visitors to the Republic.

The Republic does not stop work in this direction, despite the difficult conditions caused by the epidemiological situation, which began at the end of 2019 and contin-

ues to this moment. Positive trend, which can be considered as a positive impact on the tourism industry, can be considered increased level of digitalization and dissemination Internet in the country. As noted in the research by E. Stryzhak and others, published in May 2021, the overall impact of digitization on the tourism industry is positive, as it has the potential to offer an entirely new way of collecting statistical information and data, and providing new opportunities for developing countries to present and promote destinations, which could potentially lead to increased sales and revenues. [16] This is due to the ability to advertise tours and tourist events, and available destinations, book hotels, work directly with customers and track tourist trends to correct policies and offers. N. Yunevich notes that, compared to 2020, Belarus has achieved a high level of digitalization largely due to comprehensive state

⁵ Visa-free regime for foreigners in Belarus. URL: <https://www.belta.by/all-rubric-news/viewSuzet/bezvizovyyj-rezhim-dlja-inostrantsev-v-belarusi-363/> (accessed on 03 June 2020).

Table 3

The main types of public catering facilities in the Republic of Belarus

	2010	2015	2016	2017	2018	2020
Total public catering facilities	11 965	12 545	12 779	12 978	13 371	14 165
Inter alia						
Restaurants	437	539	516	516	513	504
Fast food restaurants	30	85	112	143	175	241
Cafe	1582	1936	1915	1954	2057	2315
Mini-cafe	741	1020	1154	1241	1425	1725
Canteens	5009	4668	4627	4592	4508	4393
Bars	1168	1205	1189	1172	1241	1359
Diners	861	539	533	558	548	484
Cafeteria	695	958	975	969	981	916
Buffet and coffee shop	1442	1595	1758	1833	1923	2138
Summer (seasonal cafes)	271	369	397	408	409	366
Cookery store	414	239	269	253	281	243

Source: compiled by the authors according to the National Statistical Committee of the Republic of Belarus. Domestic trade and public catering of the Republic of Belarus. 2021. URL: https://www.belstat.gov.by/ofitsialnaya-statistika/realny-sektor-ekonomiki/vnytrennia-torgovlya/roznichnaya-torgovlya/publikatsii_6/index_39703/ (accessed on 05.12.2021).

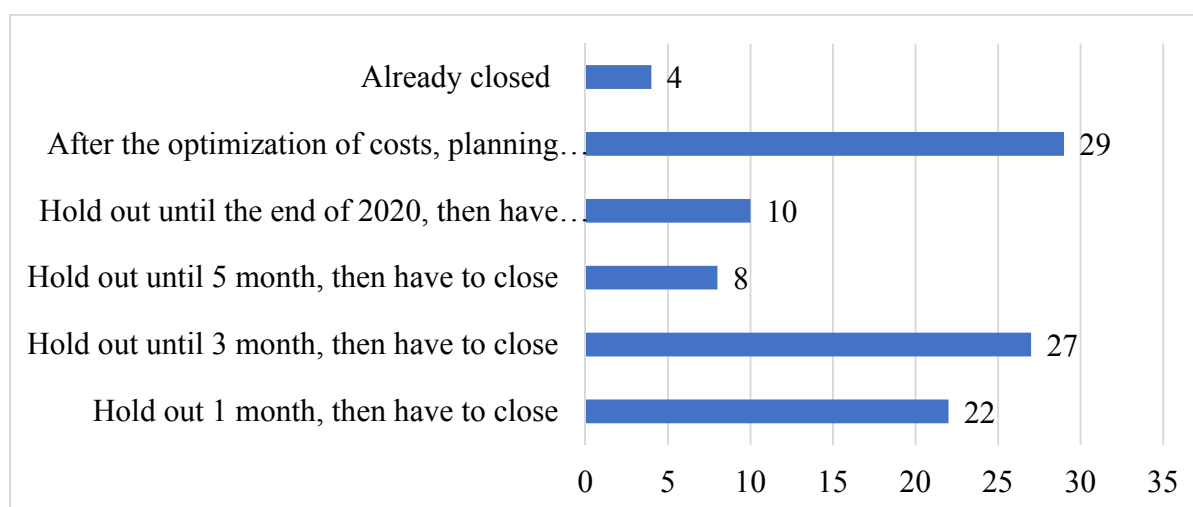


Fig. 1. How many resources and reserves will be enough if the situation on the market and working conditions remain unchanged

Source: compiled by the authors.

programs to increase informatization of the country. [17]

STATUS AND DEVELOPMENT OF THE RESTAURANT BUSINESS IN THE REPUBLIC OF BELARUS

While researching the development of the restaurant business in the Republic of Belarus for the period 2010–2020, it is necessary to note positive trends, which are reflected in the data on *table 2* and *3*.

According to *table 2* the total number of catering facilities increased by 2 200 units in 2020 compared to 2010 and reached in 2020–14 165 units; seating capacity in 2020 was equal to 773.8 thous., that 34.9 thous. more than in 2010 (per 10 000 people this indicator increased by 48 units and amount 828 places).

On 12 April 2021, the Order of the Ministry of Antimonopoly Regulation of Trade of the Republic of Belarus was adopted No. 26 “Classification of public catering facilities by type”.⁶ Development of different types of

public catering facilities in RB presented in *table 3*.

According to the *table 3* the number of restaurants from 2010 to 2020 increased by 67 units and amounted to 504 facilities; in terms of fast-food restaurants, their number in 2020 increased by 211 to 241 in comparison with 2010.

The restaurant business in the Republic of Belarus is currently being reformed to the needs of the target audience, restaurateurs are trying to form maximally unique offers of their services. In the center of the city there are facilities with street food; some sellers offer gastronomic sets at a one price. There is a demand for dishes prepared according to ancient recipes and from domestic ingredients, as well as those that can be attributed to the “national cuisine”. Network objects of this culinary direction are created (for example, “Vasilki”). Popular house of the brand “Litvina”, as well as gastronomic festivals “Gastrofest”. Leaders among the famous cafes and restaurants related to eco-brands are “Monkey Food” and “Happiness is”. Almost all catering companies have catering services and off-premise sales.

⁶ Classification of public catering facilities by type. URL: <https://pravo.by> (accessed on 08 June 2021).

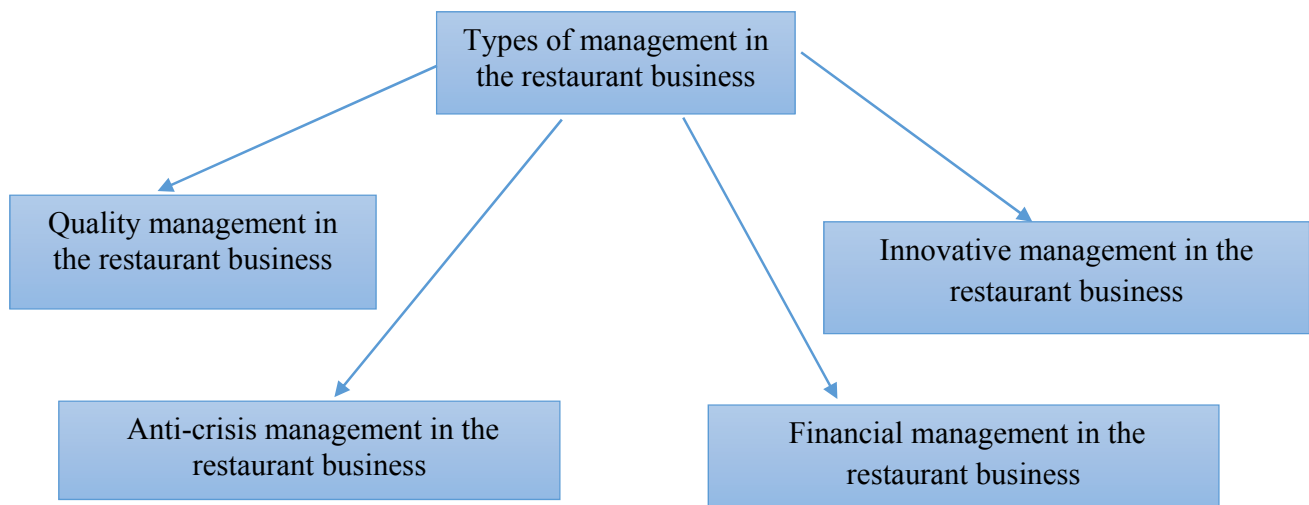


Fig. 2. Restaurant business management

Source: compiled by the authors based on [18].

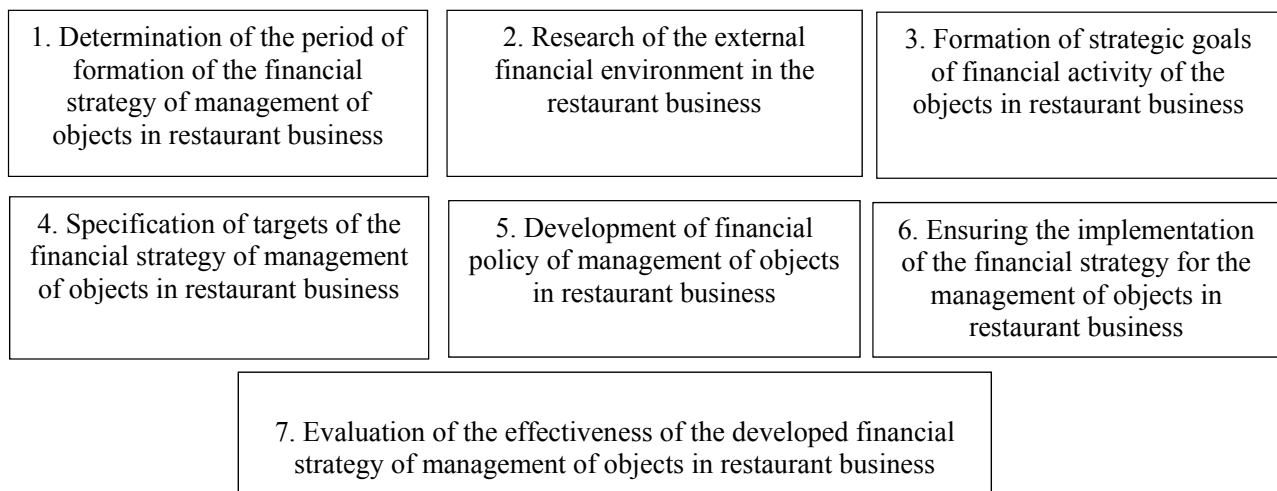


Fig. 3. Stages of developing a financial strategy in the restaurant business

Source: compiled by the authors based on [18].

However, in 2020, the industry faced with some of serious problems caused by world corona-crisis, which was the impetus for the establishment of the Association of Restaurateurs of Belarus in April this year, the main mission of which is to support the restaurant business in the new business environment, and popularization of its positive impact on both the national economy and the cultural life of the country. The Association conducted research among 400 respondents related to this field, which

was devoted to the study of the development of the restaurant business in the light of corona- crisis. *Fig. 1* presents data, received on responses to question (received in the context of this study): How long will resources and reserves last, if the market situation and working conditions do not change?

Based on *fig. 1*, it can be concluded that a number of serious measures must be taken to radically improve the situation in the restaurant business.

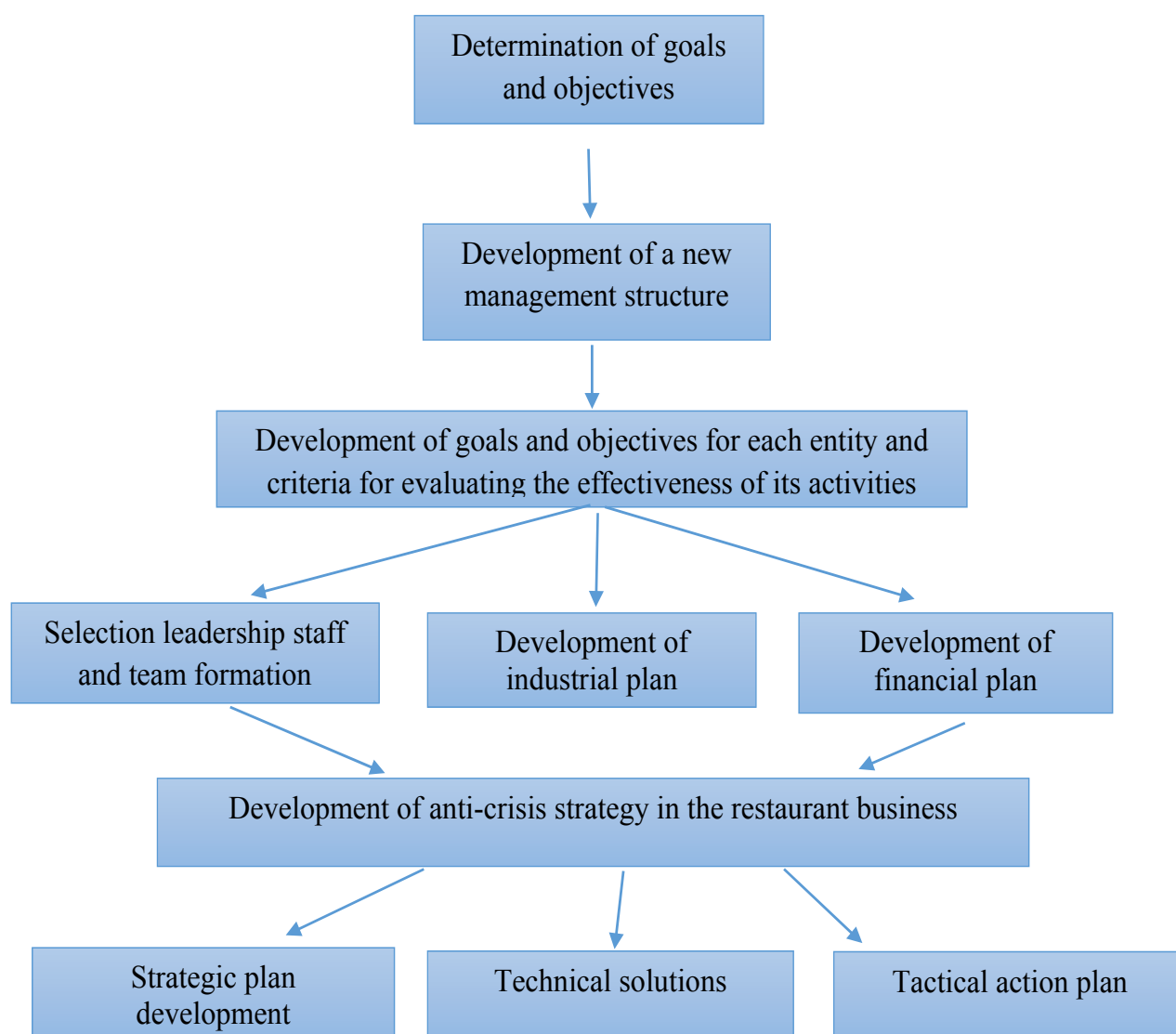


Fig. 4. Stages of an anti-crisis strategy

Source: compiled by the authors based on [18].

SPECIFICS OF MANAGEMENT IN THE FIELD OF RESTAURANT BUSINESS

In accordance with the National tourism development Strategy until 2035,⁷ one of the main problems in the hospitality industry recognized the lack of an effective management vertical in this area.

⁷ National strategy for the development of tourism in the Republic of Belarus until 2035 approved. URL: <https://www.belarustourism.by/news/utverzhdjena-natsionalnaya-strategiya-razvitiya-turizma-v-respublike-belarus-do2035-goda/> (accessed on 14 September 2021).

According to [18] data, management in the restaurant business can be presented as a number of components (fig. 2).

Consider in more detail each of them.

Quality management in the restaurant business has a distinctive feature, which is due to the characteristics of the product itself: for each of them, it is advisable to develop, manage and continuously improve quality policies. Having created a unified concept, it should be applied to each specific public catering facility, having previously adapted.

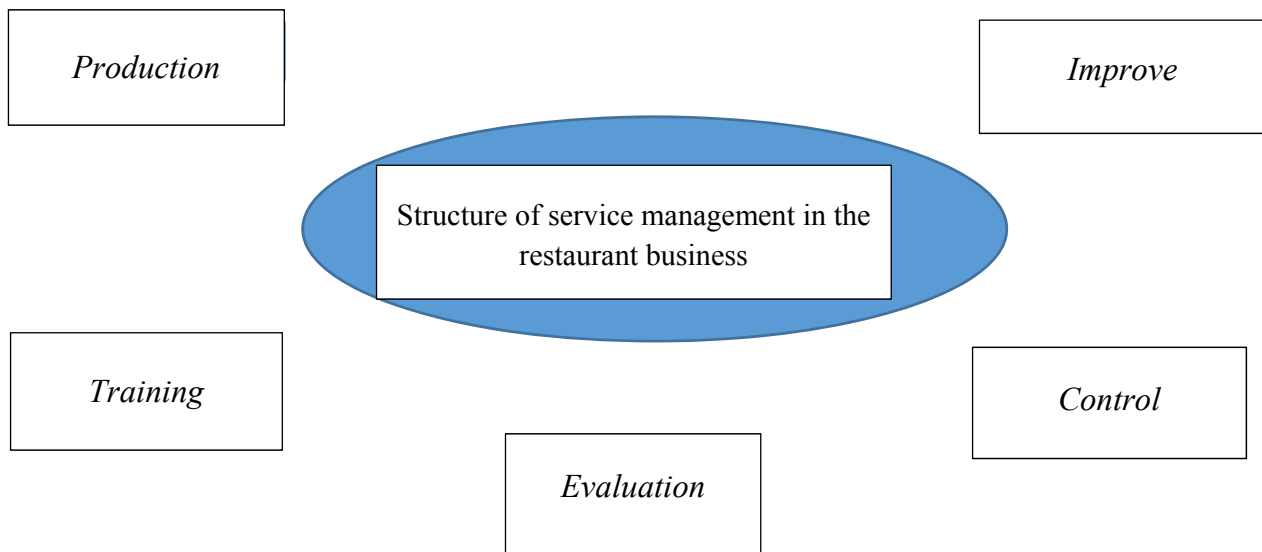


Fig. 5. Service management structure in the restaurant business

Source: compiled by the authors based on [19].

Innovative management in this area is understood to be the process of management based on the application of innovative and creative principles and functions in this area. It is part of the development strategy of the restaurant business and should be foundation of it.

Financial management is the management of financial resources for the implementation of both strategic and tactical tasks. Financial strategy is formed on the basis of a system of long-term goals of the restaurant business and the most effective ways to achieve them. The stages of its development are presented on fig. 3.

In turn, *anti-crisis management* in this field is to: me crisis prevention; activity in the context of crisis and developing measures to the crisis. The main stages of development of the anti-crisis strategy are presented on fig. 4.

In the current economic conditions for the effective management of objects in the restaurant business it is advisable to implement service management. By “service manage-

ment in the restaurant business” accepted to understand the techniques of management of all systems of service in this field. First of all, it is the technology of service design, its implementation, training of staff, monitoring, evaluation and development. [19] Knowledge management is also relevant. According to [19] it is an ongoing process of developing, acquiring, preserving and using work in order to improve of total value of objects of the restaurant business. Deeper involvement of managers in learning and training processes, development of their communication skills for more effective interaction with their employees — it is rational.

Ph. Kotler identified characteristics of this service industry: “intangibility, inseparability, continuity of service production and consumption, quality variability, changes, and the fragility and inability of these services to store”. [3]

Structure of “service management in the restaurant business” are presented on fig. 5.

The approaches to management are the aspect that should be a key in the develop-

ment of modern service objects in the restaurant business.

According to the National restaurateur's association (NRA)⁸ it is considered that most of the changes that the restaurant business will face it be exclusively technological factors. The dissemination of modern technologies improves efficiency both by increasing the efficiency of services and by transforming the service. In the future, change will most affect such processes, as carrying out daily income and expenditure analysis, ensuring a balance "hith-tesh" and "high-touch"⁹ — restaurant parameters, increase number of computer programs for cost and effectiveness evaluation of managers, integration of the system of settlement terminals with the system of receiving orders, increase of accuracy and speed of information removal from settlement terminals. [19]

Application of modern technology in restaurant operations will require, on the one hand, effective and efficient programmes that can improve performance, and on the other — the exact choice of the restaurant manager of those software products that are most suitable to the specifics of its object. Restaurants will need IT-systems, the functions of which are not limited to the collection and accumulation of information obtained from sales outlets. Programs will be needed to reflect power safety, service speed, energy savings. Following IT-trends and complex improvement of technologies will contribute to higher level of power facility and attract new customers. It is also important to consider innovative trends in the tourism industry, closely linked to the restaurant industry, from the perspective of digital transformation. [20]

⁸ NRA — National restaurateur's association. URL: <https://restaurant.org/> (accessed on 20 August 2021).

⁹ Hith-tesh— high technology; high-touch — is concerned with personal attention and service.

PROSPECTS OF RESTAURANT BUSINESS DEVELOPMENT IN THE REPUBLIC OF BELARUS

In the National Strategy for the Development of Tourism in the Republic of Belarus until 2035¹⁰ are presented the main directions of tourism development as a component of the hospitality industry. The focus is on improving the vertical of hospitality management, marketing and promotion of the product, development of priority types of tourism (including gastronomic), innovative technologies in this field, tourism infrastructure, and objects of restaurant business.

In turn, the target indicators of the Innovation Strategy of the formation of its own style of Minsk and its recognizable international image for the promotion of the city among foreign tourists until 2035¹¹ are the presence of the capital of the Republic of Belarus among 100 leading cities — destinations of the world, also receipt revenue from international tourism by 2035 in the amount of 1.5 billion USD.

From our point of view, it is advisable to make a number of proposals that will contribute to a higher quality development of the restaurant business as a component of the hospitality industry in the Republic of Belarus:

1. Development of gastronomic tourism. At the same time, it is advisable to provide representatives of the tourism industry and restaurant business opportunities for cooperation in order to create a competitive gastronomic tourist product.

¹⁰ National strategy for the development of tourism in the Republic of Belarus until 2035 are approved. URL: <https://www.belarustourism.by/news/utverzhdena-natsionalnaya-strategiya-razvitiya-turizma-v-respublike-belarus-do2035-goda/> (accessed on 14 September 2021).

¹¹ Innovative strategy of formation of own style of Minsk and its recognizable international appearance for popularization of the city among foreign tourists until 2035. URL: https://minsk.gov.by/ru/normdoc/4476/pril_276_04022021_strategiya.shtml (accessed on 30 November 2021).

2. Positioning of Belarusian cuisine as an object of special attention, Promotion of gastronomic activities, including oriented towards promotion.

Consequently, it is important to promote a new product in Minsk — purposefully formed clusters, including both tourist objects and objects of restaurant business. At the same time, active cooperation between the participants of each cluster is important in order to produce a decent tourism product, promotion and encouragement of the establishment of small businesses in the restaurant industry, investment activity and infrastructure development in this area, given the principles of sustainable development of territories and high efficiency of the use of these objects.

3. Improvement of forms and methods of marketing in promotion of the national restaurant business of the Republic of Belarus, and as a marketing strategy to choose diversification, which will promote the development of a variety of concepts in the restaurant business, able to meet the needs of a variety of target segments.

4. Using of online- services food delivery from restaurants is widely presented on the Internet now (delivio.by, dailyminsk.by, justarrived.by, globo, tokiny etc.).

5. Integrated implementation of modern approaches to management: innovation, anti-crisis, financial management, and also quality management, implementation

of service management, knowledge management in this area.

CONCLUSION

The following conclusions can be made from the research. It is argued that the restaurant business can function and develop effectively only in a market economy. In the Republic of Belarus, the regulation and direction of development of the hospitality industry are defined in the State programme “Belarus Hospitable from 2021 to 2025”, National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030, National Strategy for the Development of Tourism in the Republic of Belarus until 2035, Innovative strategy of formation of own style of Minsk and its recognizable international appearance for popularization of the city among foreign tourists until 2035¹² and other.

The article reflects the condition of the restaurant business in the Republic, the specifics of its management, as well as its relationship with a number of industry complexes (emphasis is placed on the tourist infrastructure).

The proposals contained in the above-mentioned State documents, which will contribute to a higher quality development of this industry as a component of the hospitality industry in the Republic of Belarus, have been considered in detail.

¹² State programme “Belarus Hospitable from 2021 to 2025” are approved. URL: <https://www.belarustourism.by/news/utverzhdennagсударstvennaya-programma-belarus-gostepriimnaya-na-2021-2025-gody/> (accessed on 14 November 2021).

REFERENCES

1. Hutarava I. I. Development of restaurant business, as of hospitality industry in the Republic of Belarus. In: Economics through the eyes of the young: Coll. pap. 11th Int. econ. forum of young scientists (Minsk, September 28–29, 2018). Minsk: Belarusian State Agrarian Technical University; 2018:241–247. (In Russ.).
2. Hutarava I. I. Trends in the development of the restaurant business in the Republic of Belarus. In: Management and marketing: Experience and problems: Coll. sci. pap. Minsk: A. N. Varaksin; 2021:48–53. (In Russ.).

3. Kotler Ph., Bowen J., Makens J. Marketing for hospitality and tourism. 4th ed. Englewood Cliffs, NJ: Prentice-Hall; 2005. 720 p. (Russ. ed.: Kotler Ph., Bowen J., Makens J. Marketing. Gostepriimstvo. Turizm. 4-e izd. Moscow: Yuniti-Dana; 2021. 1071 p.).
4. Walker J.R. Introduction to hospitality. Englewood Cliffs, NJ: Prentice-Hall; 2008. 656 p. (Russ. ed.: Walker J.R. Vvedenie v gostepriimstvo. 4th ed. Moscow: Yuniti-Dana; 2021. 735 p.).
5. Sala J. Marketing w gastronomii. Warszawa: Polskie Wydawnictwo Ekonomiczne; 2004. 248 p. (Russ. ed.: Sala J. Marketing v obshchestvennom pitanii. Moscow: Finansy i statistika; 2006. 240 p.).
6. Mill R.C. Restaurant management: Customers, operations, and employees. Englewood Cliffs, NJ: Pearson/Prentice Hall; 2007. 443 p. (Russ. ed.: Mill R.C. Upravlenie restoranom. 3rd ed. Moscow: Yuniti-Dana; 2017. 535 p.).
7. Gorenburgov M.A., Khaikin M.M. Economics of the restaurant business. Moscow: Akademiya; 2012. 234 p. (In Russ.).
8. Hutarava I.I. Specifics and trends in the development of marketing in the restaurant business in the Republic of Belarus. In: Akulich I.L. et al. Marketing tools and technologies in the implementation of the export potential of the Republic of Belarus. Minsk: BSU Institute of Business; 2021:38–44. (In Russ.).
9. Olunina I.V. The formation of the National Tourism Development Strategy in the Republic of Belarus until 2035. *Vestsy Natsyyanal'nai akademii navuk Belarusi. Seryya humanitarnykh navuk = News of the National Academy of Sciences of Belarus. Series of Humanities*. 2021;66(1):117–121. (In Russ.). DOI: 10.29235/2524-2369-2021-66-1-117-121
10. Yezhel O.V. State and the main directions of development of the tourism industry of the Republic of Belarus. In: Youth in science and entrepreneurship: Coll. sci. pap. 8th Int. forum of young scientists dedicated to the 55th anniversary of the University (Gomel, May 15–17, 2019). Gomel: Belarusian Trade and Economic University of Consumer Cooperation; 2019:53–57. (In Russ.).
11. Olyunina I.V. Modern trends in the popularization of elements of traditional culture in rural tourism of the Republic of Belarus. In: Traditions and the current state of culture and art: Coll. sci. pap. Iss. 2. Minsk: Prava i ekanomika; 2021:548–551. URL: <http://vgik-rostov.ru/studentam/raspisanie/vpo/vpo20/%D0%A2%D1%80%D0%B0%D0%B4%D0%B8%D1%86%D0%B8%D0%B8%20%D0%92%D1%8B%D0%BF%D1%83%D1%81%D0%BA%20.pdf> (In Russ.).
12. Olyunina I.V. The role of territorial marketing in the development of ethnographic tourism in the Republic of Belarus. In: Issues of art history, ethnology and folklore. Iss. 30. Minsk: Prava i ekanomika; 2021:388–393. (In Russ.).
13. Olyunina I.V. Development of inclusive tourism in the Republic of Belarus. In: Women-scientists of Belarus and Poland: Proc. Int. sci.-pract. conf. (Minsk, March 26, 2020). Minsk: Belarusian State University; 2020:110–112. URL: <https://elib.bsu.by/bitstream/123456789/242197/1/%d0%96%d0%b5%d0%bd%d1%89%d0%b8%d0%bd%d1%8b-%d1%83%d1%87%d0%b5%d0%bd%d1%8b%d0%b5%20%d0%91%d0%b5%d0%bb%d0%b0%d1%80%d1%83%d1%81%d0%b8%20%d0%b8%20%d0%9f%d0%be%d0%bb%d1%8c%d1%88%d0%b8.pdf>
14. Gulseven O. SWOT analysis of the Belarusian tourism industry. In: Proc. conf. “Land, labor and capital: Transformation of the factors of production in the new economy: Challenges and solutions”. Vitebsk. 2015:13–17. DOI: 10.13140/RG.2.1.2938.4164
15. Sergi B.S., ed. Modeling economic growth in contemporary Belarus. Bingley: Emerald Publishing Limited; 2000. 400 p. (Entrepreneurship and Global Economic Growth. Vol. 1).
16. Stryzhak O., Akhmedova O., Leonenko N., Lopatchenko I., Hrabar N. Transformation of human capital strategies in the tourism industry under the influence of Economy 4.0. *Problems and Perspectives in Management*. 2021;19(2):145–156. DOI: 10.21511/ppm.19(2).2021.12

17. Yunevich N. Digital transformation in Belarus. In: The 2nd Annual Steering Committee Meeting of the EU 4Digital project for Eastern Partnership countries (5–9 October 2020). DOI: 10.13140/RG.2.2.17525.40165
18. Sahak A. E., Yakimenko M. V. Management in the hospitality industry (hotels and restaurants). St. Petersburg: Piter; 2008. 432 p. (In Russ.).
19. Gvozдовskaya V. A. How to love restaurant guests: Emotional service. Moscow: Restorannye vedomosti; 2020. 248 p. (In Russ.).
20. Yezhel O. V. Digital transformation in the tourism industry: Innovation trends. In: Industrial development of Russia: Problems, prospects. Proc. 18th Int. sci.-pract. conf. of university teachers, scientists, specialists, postgraduates, students (in 2 vols.). Nizhny Novgorod: Minin University; 2021:164–168. (In Russ.).

ABOUT THE AUTHORS



Sarah L. Witowski — EF Education First, Moscow, Russia
<https://orcid.org/0000-0002-2883-9604>
Sarah.witowski1@gmail.com



Iryna I. Hutarava — Senior Lecturer, Department of Marketing, School of Business of Belarusian State University, Minsk, Republic of Belarus
<http://orcid.org/0000-0003-2015-7008>
gutorova.irina05.07@gmail.com

Conflicts of Interest Statement: The authors have no conflicts of interest to declare.

The article was submitted on 25.12.2021; revised on 27.01.2022 and accepted for publication on 03.03.2020.

The authors read and approved the final version of the manuscript.