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RESERVES FOR REDUCING THE LABOR INTENSITY OF RESTAURANT SERVICE TECHNOLOGY

In management, the source of creating prospects and finding reserves for reducing the labor intensity of restaurant services should be scientific and technological progress,

the development of the technological structure of the industry, the digitalization of business processes, which is the result of the interaction of scientific, design, technological, sales firms, technology parks and business incubators, IT companies, spatial structures of business organization, virtual agencies, restaurant enterprise teams and other companies in the field of service and maintenance. The pace of scientific and technological progress, the effectiveness of the use of the latest and innovative achievements in the production of restaurant services are largely determined by the level of technological development of restaurant services in the industry, the quality of management, the effectiveness of material and moral incentives in the personnel management system of companies [1].

Modern factors influencing the formation of reserves for reducing the labor intensity of restaurant services are identified: 1) increasing the technological level of the service: increasing technological capabilities, improving quality characteristics, unification or standardization of service elements (technological operations), reducing service time, reducing the material intensity of restaurant services, replacing traditional materials with new and more economical and economical ones in restaurant services; 2) comprehensive automation of restaurant service production: mechanization of work, increasing the level of automation of technological and transport equipment, IT management equipment and tools, measuring instruments, replacing individual units of technological equipment with systems of integrated machines and devices operating in a streaming online mode, using robots, automatic manipulators, conveyors, using modern smart equipment, hand-held wireless tools, automating information processing operations; 3) improving technological processes: creating flexible technological systems based on smart equipment with modern software and the ability to control equipment in on- and offline modes; use of reliable smart tools, mobile devices and peripherals, introduction of high-speed modes of personal data processing and digital technologies for secure information storage; application of productive ecological methods of restaurant service production; use of practices and initiatives in business processes; 4) improvement of labor organization: development of a team form; combination of professions, parallel complementary service processes; introduction of regulated preventive maintenance of workplaces; comprehensive rationalization of workplaces; improvement of systems of rationing and remuneration of labor, motivation and incentives; 5) improvement of management and organization of restaurant service production: creation of organized virtual-information and active scientific and technological associations; improvement of planning, synchronization of task balance with the potential of labor resources, development of specialization, increase of the level of flow.

In general, reserves for reducing the labor intensity of restaurant services objectively exist and are continuously reproduced at each enterprise. The task of management is to identify these reserves in a timely manner and use them for the purpose of further steady increase in labor productivity. To achieve the goal, continuous

monitoring should be carried out and management organizational and technological measures should be developed, which should be aimed at fulfilling the planned rational tasks of reducing the labor intensity of services. It is right to recognize the fact that with clear interaction of technological, economic, marketing departments, a skillful combination of administrative influence, material and moral incentives for personnel, reserves for reducing the labor intensity of restaurant services are transformed into real optimization and savings in human labor costs [2].

Management of reserves for reducing the labor intensity of restaurant services under war conditions, as a global industry factor of reducing the level of competitiveness, should be quantified the possibilities of living and materialized labor costs, which should be identified at the early stages of the life cycle of each item in a comprehensive range of products and services, as well as in the process of serving consumers using functional-cost analysis, software, economic and mathematical modeling, digital methods, etc.

The priority for the company is the implementation of an innovative restaurant service, for the analysis of the structure of costs for the development and implementation of which adequate and modern methods of collecting, processing, using marketing information should be used. Under such conditions, the result of conducting an economic analysis should always be a reduction in costs per unit of useful effect, namely: an increase in quality and benefits for customers from purchasing a restaurant service while simultaneously reducing costs; an increase in quality with an "economic" increase in costs; cost reduction while maintaining or reasonably reducing the functional parameters of the service to a given level, which is determined by management.

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