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IMPLEMENTATION OF ISO STANDARDS AS A COMPONENT OF STRATEGIC MANAGEMENT IN THE HOSPITALITY INDUSTRY

Quality management of products and services in the hotel and restaurant industry is a determining factor in the effective functioning of hospitality businesses. The ISO series of international standards establishes unified requirements and methodological approaches to the creation, implementation and improvement of quality management, environmental management and food safety systems.

The study analyses the essence, structure and practical significance of ISO 9000, 9001, 9002, 9004, 14000, 14020, 14040 and 22000 standards in the context of their application in the hotel and restaurant business.

The ISO 9000 series of standards defines the conceptual foundations of a quality management system, harmonises terminology and formulates principles for building effective management processes focused on meeting customer needs and continuous improvement [1]. For hospitality businesses, the implementation of this standard is a

basic guideline for the formation of a quality management system that improves the organisation of service delivery processes and customer confidence.

The ISO 9001 standard is the most widely used international standard that establishes specific requirements for a quality management system. Its provisions are based on a process approach, customer focus, staff involvement and continuous improvement of performance. For hotel and restaurant establishments, the application of ISO 9001 ensures quality control of services, reduces the number of complaints and builds a positive market reputation [2].

Although ISO 9002 was abolished in 2000, its provisions became part of the updated version of ISO 9001. Historically, this document contributed to the standardisation of production and service processes, particularly in the field of food technology and customer service.

The ISO 9004 standard is advisory in nature and aims to ensure the long-term effectiveness of an organisation by improving the performance of processes and meeting the needs of all interested parties. For hospitality businesses, its implementation contributes to strategic development, resource optimisation and competitiveness [3].

The ISO 14000 series specifies requirements for environmental management systems aimed at reducing the negative impact of enterprises on the environment, rational use of resources and compliance with environmental standards. The implementation of these standards in hotels and restaurants contributes to reducing energy and water consumption, minimising waste and creating an image of an environmentally responsible business.

The ISO 14020 standard establishes the principles of environmental labelling and declaration, ensuring the reliability of information about the environmental characteristics of products and services. For hospitality businesses, this creates an opportunity to obtain eco-certifications, attract an eco-conscious audience and strengthen their competitive position in the international market.

ISO 14040 regulates the methodology for assessing the life cycle of products (Life Cycle Assessment, LCA), which allows for a comprehensive assessment of the

environmental impact of products and services at all stages of their life cycle. In the hotel and restaurant business, the application of this standard allows for the optimisation of the selection of materials, technologies and products, taking into account the principles of sustainable development.

The ISO 22000 standard defines the requirements for food safety management systems, combining HACCP principles with general quality management provisions. Its implementation ensures food safety control at all stages of the supply chain, which is critical for protecting consumer health and increasing trust in hospitality businesses.

Strategic management of hotel and restaurant businesses is impossible without integrating the principles of international ISO standards into the management decision-making system [4]. These standards provide a scientifically sound basis for developing a development strategy focused on improving the quality, environmental friendliness, safety and innovation of services. They contribute to the harmonisation of management processes, cost optimisation, efficient use of resources and the formation of a corporate culture of quality. Thus, ISO standards are a tool for the strategic positioning of hotels and restaurants in the global market, ensuring their long-term competitiveness [5].

In conclusion, the ISO series of international standards is a universal tool for improving the quality, environmental friendliness, and safety of services in the hotel and restaurant industry. Their systematic implementation contributes to strengthening competitive advantages, promoting sustainable development, and enhancing the reputation capital of hospitality industry enterprises in the context of globalisation.

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