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DIGITALIZATION OF BUSINESS PROCESSES IN ADAPTATION OF CATERING INDUSTRY TO NEW REALITIES (COVID-19 PANDEMIC)

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Abstract

The limitation of business and social activity during the crisis caused by the coronavirus in Russia and in the whole world led to the need to adapt the business processes of public catering enterprises to new realities. The goal of research is to study the trends of digital transformations of business processes of public catering enterprises of southern Russia, due to the need to adapt to the factors caused by the pandemic, as well as to assess their "viability" in terms of their use after the end of the coronavirus crisis. To conduct the study, the authors chose content analysis of scientific sources presented in the databases Scopus and Web of Science, which described the cases of development of public catering enterprises during the crisis caused by the coronavirus. As a result of the analysis of Russian and international experience, it was revealed that the set of solutions dealing with digitalization of business processes was focused on the use of technologies that ensure a decrease in perceived health risks, and was expressed both in changing the services provided and in changing the process of their provision. The study identified the following main trends in the digitalization of business processes in the food service industry of Russia. The characteristics of these trends are given from the point of view of their "viability" in the long term. Common problems associated with the use of digital technologies and tools in businesses are identified. The authors came to the conclusion that the digitalization of business processes in Russia will continue after the return to traditional forms of service, since modern consumers tend towards a variety of technological innovations due to their speed and relative ease of use, and the increased availability of mobile technologies that provide search, payment, and other functions also they make it possible to reduce health risks.

Keywords: digital transformations, coronavirus crisis, factors of the Covid-19 pandemic, business processes, food service industry, contactless interactions, adaptation, digital technologies

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1. INTRODUCTION

The Covid-19 pandemic in Russia caused and is still causing significant damage to all areas of national economy and led to significant changes in business processes of enterprises in all industries and spheres of activity. The transformations which took place were associated with the imposed restrictions on social and business activity, what requires the transfer of employees to distance work, as well as the reduction or complete break of physical contacts with partners and consumers. An obvious solution to the problems of adaptation to new reality became the use of digital technologies and tools by enterprises in their work. The need to digitize business processes affected first of all public catering enterprises, whose activities are associated with direct offline contact with consumers.

It is worth mentioning the public catering sector is of particular importance for the economy of southern regions of Russia, given their strategic emphasis on the development of tourist and recreational complex (Krasnodar Krai, Rostov Region, Republic of Adygea, Republic of Crimea), as well as a high level of business activity, significantly affecting the demand for eating out. Therefore, the study of the development of public catering in the context of the new reality is especially important for the solution of urgent issues of regional strategizing.

Anti-crisis scenarios for the development of public catering enterprises were associated with the problem of keeping in contact with customers within self-isolation regime. Many changes, being a response to the challenges of the pandemic, have simultaneously proved to be perspective for further development after the end of the coronavirus crisis. In this regard, a number of questions naturally arise.

Is the digitalization of business processes a temporary trend in the development of public catering enterprises or not? Will new trends continue after the pandemic? What factors predetermine the effectiveness of digitalization of business processes (Roslyakova et al., 2020; Oborin & Mitrofanova, 2020; Roslyakova & Dorofeeva, 2020)?

The purpose of the article is to study the trends of digital transformation of business processes of public catering enterprises because of the need to adapt to the factors caused by the pandemic, as well as to analyze their "viability" in terms of the possibility of using the gained experience after the end of the pandemic.

At the first phase of the study, a review of sources on the problems of adaptation of business processes of public catering enterprises to the conditions of a pandemic was carried out by means of digital technologies and tools. At the second phase, a methodological basis for the study was formed, and data sources were identified. At the third stage, using the analysis of domestic and foreign experience, the main trends of business processes' digitalization of public catering enterprises in the South of Russia are identified and described, and their "viability" is analyzed. In the end, the conclusions are drawn about the prospects for business processes' digitalization in public catering enterprises, as well as the factors and conditions which determine its effectiveness.

2. LITERATURE REVIEW

The use of digital technologies and tools in the business processes of public catering enterprises is considered by many

researchers as a key trend of their adaptation to the coronavirus crisis.

A significant amount of scientific papers is aimed at the identification of challenges of the coronavirus crisis and the tasks of the sustainability maintenance of business development in the pandemic.

At the same time, the researchers identify the following main problems for public catering enterprises:

- emotional reactions of fear and cognitive perception of risk of infection in food service areas, which led to a decrease in visitors in cafes and restaurants (Leung & Cai, 2021; Sung et al., 2021);

- change in consumer preferences in favor of healthy ("wholesome") food, which imposes certain requirements on the characteristics and composition of the food offered and encourages refusing to visit snack bars, cafes and restaurants that do not offer it (Hassen et al., 2021; Espinoza-Ortega et al., 2021; Tribst et al., 2021).

Another group of research is devoted to the assessment of the role of digital transformations as a fundamental factor in the sustainable development of catering industry in the pandemic, as well as identification of the conditions under which the use of digital technologies and tools is effective. Thus, G. Fletcher and M. Griffiths note that significant restrictions on the ability to use digital technologies and tools in business processes to increase the adaptability of a catering company to the coronavirus crisis are imposed by the digital maturity of the company (Fletcher & Griffiths, 2020). P. Brewer and A. Sebby point to the role of visual appeal and information content of the materials presented in the information space, as well as

the convenience of the consumer in using the web site when ordering food (Brewer & Sebby, 2021).

Another research area is connected with the development of qualitatively new business models and anti-crisis management techniques based on the use of high profile technologies and tools of the digital economy. It is expected that the digitalization of business processes will significantly expand the types and directions of various interactions of the enterprise, ensuring the appearance of new communication channels covering new consumer segments.

For example, some researchers note that the business models realized in the pandemic made it possible to expand consumer access to locally produced products, to focus on the segment of the population interested in the consumption of immune enhancing food (Marusak et al., 2021; Prosser et al., 2021). The increased attention to the problems of virtualization of interactions between catering enterprises with suppliers and consumers is constantly fueled by trends in consumer preferences changing in favor of contactless forms of interaction, as well as increasing competition in this area.

Many researchers note that the pandemic changed fundamentally the views on the factors of sustainable development of enterprises (including public catering enterprises). If earlier, in the conditions of "traditional" economic crises, the maintenance of the business was ensured by the reduction of costs, use of discounts, then the new reality required the innovation use. Along with this, the idea of conformity to the new environment turned out to be suitable for cooperative business interactions, which make it possible to obtain synergistic effects from the combination of resource

opportunities, for implementation of projects for the digitalization of business processes.

Despite the presence of a fairly large number of studies devoted to digital transformation of business processes for the adaptivity increase of businesses to the conditions of the coronavirus crisis, there is an obvious gap in the analysis of the factors and conditions of the "viability" of these trends in the long term. The author's research is intended to fill this gap in a way.

3. RESEARCH METHODOLOGY

To conduct the study, the authors chose content analysis of scientific sources presented in the databases Scopus and Web of Science, which described the cases of development of public catering enterprises during the crisis caused by the coronavirus. The selected publications covered the issue of the transformation of catering enterprises in countries and regions with a high level of development of this economic sector. The information and empirical basis of the study is also presented by the official data of the Federal State Statistics Service of the Russian Federation, data from the territorial statistical bodies.

The ideas about maintaining the "viability" of public catering enterprises in

the context of coronavirus shocks are founded on the research of R. L. Martin, E. Barasa et al., C. A. Lengnick-Hall et al., who when analyzing the sustainability process within the development of regional structures during the crisis mention that their viability is determined by the capability of benefiting from destructive influence which potentially threaten their work and by the capability to react to the situation by means of the transformation of their activity (Martin, 2018; Barasa et al., 2018; Lengnick-Hall et al., 2011).

During the coronavirus crisis, the basis for the transformation and modernization of almost all industries and spheres of economic activity, as well as the appearance and development of new business models and new formats of interactions adapted to new realities was digitalization. Digital transformations were made by enterprises at various stages of the value-added chain as part of their main and auxiliary activities. In this sense, the identification of the main directions of digitalization of business processes in the public catering was carried out in accordance with the stage of this chain, at which the transformations took place (Table 1).

Based on modern scientific works focused on the identification of factors that ensure the sustainability of the development

Table 1. Typology of directions of digital transformations of business processes of public catering enterprises

Stages of value chain creation	Trends of digital transformation of business processes
Manufacturing processes	Use of customer service software Use of orders' visualization system
Logistics and sales	Automation of inventory management system
Service and after-sales service	Contactless payment for the order Servitization of business processes with new delivery possibilities and satisfaction of new types of behavioral models

of public catering enterprises in the context of a coronavirus crisis (Marusak et al., 2021; Mont et al., 2021; Richards & Rickard, 2020; Ma et al., 2021; Neise et al., 2021; Kim et al., 2021), to assess the level of “viability” of the mentioned issues of digital transformation of business processes, the following main criteria were identified:

- level of perceived health risk from interactions between partners and consumers;
- availability of food delivery and take-out food;
- dependence on "third agent factors";
- ability to personalize the value offer;
- conditions for expansion of sale channels and customer base;
- necessity for significant investment.

The analysis of viability level of certain areas of digital transformation of public catering enterprises was carried out by the authors of this study independently, taking into account the existing experience and scientific research. Assessment scale was as follows: high, medium and low level of compliance with the criterion.

The research methodology included the following main stages. At the first stage,

with the help of official statistics, a general description was given pandemic development in Russia and the digitalization trends emerging in public catering. At the second stage, based on the conducted content analysis, we identified and described the main decisions of public catering enterprises dealing with the digitalization of business processes. At the third stage, we conducted a comparative analysis of the identified areas of digitalization in terms of their ability to provide the company with long-term competitive advantages during the crisis caused by the corona virus. In conclusion, we reviewed the results of the study and drew conclusions about the prospects for the development of digitalization areas after the end of the corona virus crisis.

4. RESULTS

Digitalization trends of business processes in public catering.

The COVID-19 pandemic crisis launched a set of negative phenomena in all economic sectors. The volumes of industrial production and the amounts of paid services to the population, as well as trade turnover

Table 2. Key indicators of the development of the crisis caused by corona virus in the Southern federal district in comparable prices, as a % to the corresponding period of the previous year

Indicator	2020			2021				2022
	April	July	October	January	April	July	October	January
Industrial production index	98,1	99,4	95,9	101,1	108,2	104,7	101,9	101,1
Retail turnover	99,1	94,8	97,2	97,6	110,0	115,0	112,0	110,7
Amount of paid services	93,9	85,8	91,2	93,0	115,8	124,9	118,8	117,6

Source: Information for monitoring the social and economic situation of the constituent entities of the Russian Federation / Federal State Statistics Service. URL: <https://rosstat.gov.ru/folder/11109/document/13259>

decreased. An exemplification of these trends in the Southern Federal District of Russia is shown in Table 2.

The catering sector became one of the most affected industries during the pandemic worldwide: more than 25% of restaurants did not survive almost two months of closure; about 25% were unable to return to their previous level after the first wave of the pandemic (Brizek et al., 2021). In Russia, according to Federal Service for State Statistics, about 20% of cafes and restaurants were closed; the turnover of the catering industry decreased by 21%. In addition, experts note that about 40% of enterprises of catering industry changed owners because of the crisis: some entrepreneurs invited partners and made them co-owners, some sold their firms for debts. Indicators of changes in the total turnover of public catering enterprises in southern Russia during the coronavirus crisis in 2020 are shown in Figure 1.

As it can be seen from the data provided

above, as the pandemic progressed, the public catering industry gradually adapted to new realities, approaching the pre-pandemic level of turnover. At the same time, for many entrepreneurs, the pandemic became a sort of a trigger to improve their business by means of digital technologies in Southern Federal District (Gapov & Khubieva, 2021).

Analyzing the advanced Russian and foreign experience and knowhow of adaptation of public catering enterprises to the pandemic, it can be noted that, in general, the set of solutions connected with the digitalization of business processes was focused on the use of technologies that ensure the reduction of perceived health risks, and was expressed as a change in the services provided and in the change of the very process of their provision. Let's study the main trends of digitalization of business processes in public catering, which became widespread in Russian practice and worldwide.

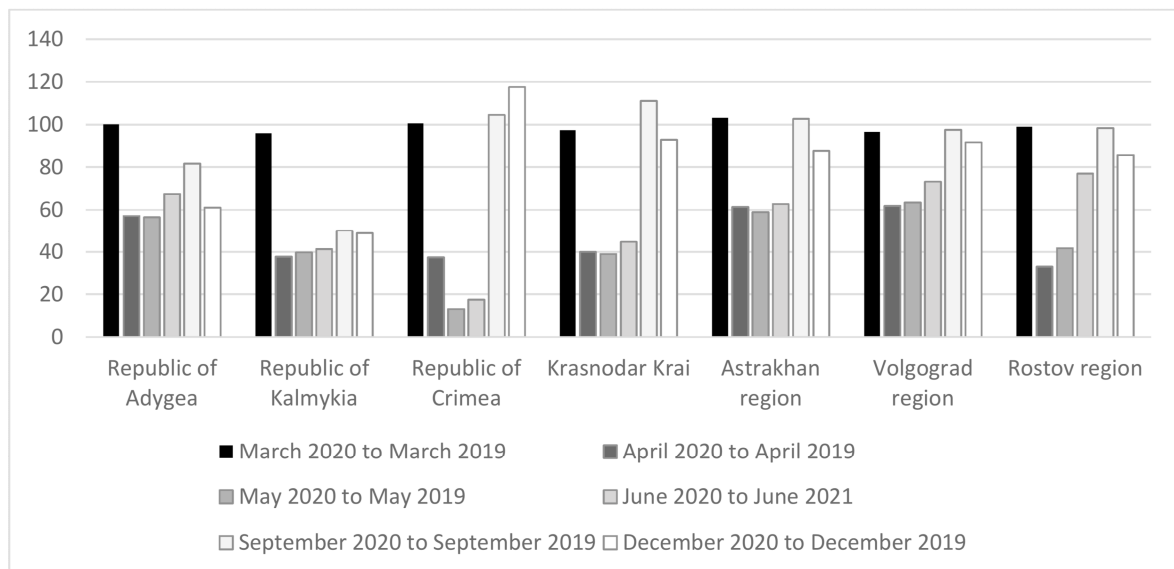


Figure 1. Turnover of public catering enterprises in the Southern Federal District Russian Federation in 2020 in comparison with the turnover in the same period in 2019,% (Socio-economic situation in Russia - 2020, 2021)

Servitization of business processes with a variety of delivery options and satisfaction of new types of needs.

The reactions of the population associated with the fear of infection in public places significantly reduced the demand for restaurant services. Nevertheless, a lot of people remained used to dining out in cafes and restaurants. The behaviour of the population determined by the fear of infection in public places reduced significantly the demand for restaurant services. As a result, the introduction of an online ordering system by means of web scraping tools in catering became a way out for many public catering enterprises. During the pandemic in Russia, the delivery market showed significant growth, so the revenue of the food technology segment in 2020 showed an increase to 12.4 billion rubles, which is 41% more than in 2019. The number of consumers of food aggregator services increased at least 3 times. The Delivery Club service (according to Mail.ru Group reports) expanded its geography from 24 to 200 cities and towns of the Russian Federation (Maksimova et al., 2021). A similar trend is observed throughout the world, for example, in the United States during the lockdown period, the profit of four leaders in the ready-made meals delivery market (DoorDash, UberEats, Grubhub, Postmates) grew from \$ 2.5 billion (2019) to \$ 5.5 billion (2020) (Gorodilov, 2021).

The principle of operation of food aggregators is as follows. On the online platform, a consumer is provided with a wide range of cafes, restaurants and their products, from which they make a choice and place an order. The aggregator for its part sends the consumer's request to a specific company and chooses a courier who will deliver the

order to the client. The main advantages of using food aggregators for catering enterprises are that they allow them to solve logistical problems, representing an additional sales channel. At the same time, it becomes possible to expand the client base and form an additional marketing platform. Therefore, many restaurants have switched to online food delivery platforms, which allows them to maintain brand trust and provide a competitive edge (Yang et al., 2021).

However, with all the advantages of use of food aggregators, their use suggests the introduction of a “third agent factor” into the business process that is beyond the control of public catering enterprises (for example, the quality of delivery service, quality and speed of the Internet). In addition, restaurants should pay a commission, which is about 15–20% of the order, what significantly reduces the marginality of the product. Some researchers also note that the use of food aggregators helps to build the brand for the intermediary, while the popularity of the restaurant's own delivery (cafe) decreases, as well as the traffic to its own web site. In this regard, many catering establishments are developing their own delivery services.

Development of contactless payment methods.

Contactless payment in catering industry in the pandemic became widespread due to the speed and hygiene of payment without the need for physical contact between people. The most popular types of contactless payments are presented in Table 3.

The main factors limiting the use of contactless payment system are the low level of digital literacy of some categories of the

Table 3. The main types of contactless payments

Payment types	Payment method characteristics	Main advantages	Problems and limitations in use
Payment with bank cards which support PayPass (Mastercard), PayWave (Visa) and ExpressPay (American Express)	Tap / Put a card equipped with an NFC chip that transmits short-range high-frequency communication to the terminal	Absence of contact with the POS terminal	Necessity to install the terminal with the mentioned software
Virtual payments using bank card details	Card details are expected to be entered on a specialized site	Absence of any direct contacts when making a payment	Availability of internet connection and devices for the access to the company's website, as well as card details
Payment with any device that supports NFC technology (smart phones and smart watches).	Put an NFC-enabled device to a POS terminal. Funds are debited from cards linked to specialized applications (for example, ApplePay, GooglePay, AndroidPay, SamsungPay and others)	Fast and easy payment	Availability of a device that supports NFC technology, availability of a POS terminal. The need to install a specialized application
Payment for purchases by means of debiting funds from e-wallets	Payment is carried out in the wallet itself, which the user logs in through the username and password and selects the payment on the bill	Absence of any direct contacts when making a payment	Relative complexity and duration of the ordering procedure. The necessity to have an electronic wallet.
Payment for purchases by QR code	Scanning the code through the camera in the bank's application, which redirects the buyer for payment to the web page where the organization's data is already indicated. The buyer enters the required amount or confirms the payment.	Allows the company to save on bank fees in comparison acquiring services. For the buyer there is the relative ease of making a purchase	Need for a device capable of generating a QR code, as well as the need to install specialized applications.

population (elderly citizens, residents of rural areas, etc.), as well as the need to develop an appropriate support infrastructure in the region. Nevertheless, it is in the catering industry that the largest share of contactless payments is observed, it is 77.1% of all contactless money transfers (Maksimova et al., 2021).

Use of a variety of software products dealing with customer service.

The most popular became digital products

during the pandemic that automate a number of interactions between catering industry workers and their customers. In foreign practice, in particular, online booking of tables became more widespread. A typical set of services included in an online booking system:

- Online book of reserves;
- Booking Widgets;
- Acceptance of booking deposits;
- Online guest database and analysis of their orders (average receipts);

- Reminder to guests about booking a table as push notifications and SMS messaging;
- Notification of guests about restaurant's events;
- Google – analysis.

In Russia, online booking of tables in the pre-pandemic period was available using the food aggregator “Afisha. Restaurants”. The pandemic contributed to the development of this technology, for example, in 2020 Sberbank launched the SberFood booking application with the Marketing Cloud loyalty program. The SberFood service allows you to track the activity of guests, attract new customers through various marketing campaigns: bonus programs, geo targeting, pre-orders, paid coupons and loyalty cards, etc.

Another area of automation of business processes in the catering industry is connected with customer service is the use of electronic tip services. The transition to payment on account led to a reduction in the volume of “tips” of waiters, thereby reducing the level of motivation of employees to improve the quality of customer service. The electronic tip service is provided in the previously mentioned Sberbank software. There exist other e-tip services. For example, they are Cloudtips from Tinkoff, Ytips and others. The main advantage of these services is that they allow you to make a payment using a QR code in a way that is quite convenient for both parties (client and waiter).

Virtual menus became another technology that reduced the number of physical contacts. Many restaurants and cafes during the pandemic developed their own applications with hosted menus, or offered them on portable devices with an antibacterial cover.

This innovation was explained by the fact that the traditional menu passes through many hands, thus, despite strict disinfection measures they still have a certain health risk. Using virtual menus completely solves this problem.

Use of order visualization systems (Kitchen Display Systems – KDS-technology).

In Russia, KDS technologies are rarely used in the catering industry, however, foreign practice demonstrates their significant potential. Kitchen Display Systems is a kind of “digital board”, a digital system that provides efficient and accelerated work between the “hall” and “kitchen” by combining them into a single automated system. KDS-technologies provide significant competitive advantages for the enterprise, allowing to reduce the time spent on “moving” an order from the hall to the kitchen; organize the cooking and taking out food according to wish of the client; minimize the risks of long waiting for food by the client; to minimize the risks of “loss” of the order in whole or in part, etc.

In foreign practice, the following KDS applications became widespread: Toas, Square for Restaurants, Lightspeed, Upserve from Lightspeed, Revel Systems and Touch Bistro. There are also companies in Russia that are ready to provide catering with similar solutions, for example, UCS offers the R-Keeper 7 program, the current version of which includes KDS technology.

Automation of inventory management processes.

The use of software products in these business processes can improve the

efficiency of interaction with suppliers and partners. In addition, losses from the write-off of spoiled or unused food products are reduced, and the environmental friendliness of production is increased. An example of such a technology is Winnow, an artificial intelligence technology that is able to recognize and determine the volume of certain types of food waste (using a camera and scales), offering recommendations on reducing purchases of certain products based on the analysis of information on food waste (weight and waste class). This technology, used in advanced foreign countries, showed its effectiveness, including the ability to save food costs by 2–8% and reduce overall costs by up to 50%. Winnow technology has not found application in Russia so far.

Analysis of the "viability" of digital transformation of business processes in the field of catering. Factors and conditions affecting the prospects for their development.

To analyze the viability of digital transformations of business processes which continued after the end of the pandemic, we will characterize them in accordance with the previously characteristics. The results of this analysis are presented in Table 4. It is important to understand that each type of transformation allows you to form your own set of "parameters" that provide long-term competitive advantages for the enterprise.

It is obvious that each transformation trend provides certain competitive

Table 4. Characteristics of transformation trend of business processes in public catering

Criteria	Delivery options	Contactless payment for the order	Customer service software	Order visualization system	Automation of inventory management processes
Perceived health risk from interactions	Middle	Low	Middle	Middle	Low
Availability of delivery and take-out of food	High	Middle	Low	Low	Low
Dependence on "third agent factors"	High	Low	Middle	Low	Middle
Ability to personalize the value offer	Middle	Low	High	Low	Low
Ability to expand sales channels and number of customers	High	Low	High	Low	High
Need for significant investment	Middle	Middle	Middle	High	High

advantages, while also has certain disadvantages. So, in the organization of delivery there are two main tools: cooperation with food aggregators and organization of your own delivery system. As a rule, it is most beneficial to combine these two instruments with the possibility of using them for different categories of consumers in different regional markets.

The use of digital products in catering industry usually requires significant investments, however, along with expensive technologies for orders' visualization or managing stocks, there are affordable and at the same time high-quality effective tools. Moreover, in some cases it will be appropriate to use complex automation products, and in others highly specialized technologies.

The general trend in the digitalization of business models in the catering industry is to go beyond understanding the classic restaurant business, expand the range of services provided, while maintaining a high degree of customer focus with a feedback. The ability to identify the preferences and wishes of consumers is one of the most important conditions for sustainability of an enterprise's development. But the mass consumption of goods of the same type does not impress society any longer and, for example, the ability to provide craft food with limited supply is becoming more popular.

The positioning of the enterprise in the informational space also plays a significant role today. The online environment and social media became one of the main channels for attracting consumers. Much attention is now paid to the formation of "friendly content" as a result of the reduction of direct contacts with the consumer, for example, showing the "internal kitchen" of

the restaurant, as the work of the staff makes their pages on social networks more attractive, forming a loyal attitude towards the company.

Common challenges connected with the use of digital technologies and tools in enterprise business models are as follows. Firstly, these are resource constraints associated with the fact that the implementation of a number of solutions requires significant investments in software and updating the facilities. In addition, the introduction of digital technologies presupposes that the staff has certain competencies. However, many small and medium-sized food service workers do not know how to use digital products.

Secondly, the introduction of digital tools and technologies presupposes a certain level of digital literacy among clients, whereas certain groups of consumers simply do not know about the existence of certain technologies or about their capabilities.

Thirdly, cooperative interactions to maintain sustainable development based on obtaining environmental and economic effects are not the basis for the formation of the value of domestic entrepreneurs. In practice, in the context of the pandemic, many catering enterprises acted according to the principle "every man for himself", focusing more on changes in the internal environment, and not on strategic changes in the food ecosystem.

5. CONCLUSIONS

The changes caused by the pandemic are still difficult to consider as timely ones, due to the lack of certainty about time when the "post-epidemiological" period will begin. Most likely, we should talk about a new

reality in which catering enterprises should focus on maintaining the remote mode of work of employees and organization of contactless interaction with consumers and partners. Moreover, experts predict the growth of catering exactly online.

The new environment in catering industry presupposes significant social and economic changes due to shifts in consumer preferences, both in terms of consumed products and in terms of forms of interaction in favor of health, therefore, enterprises in the restaurant industry are looking for new strategic alternatives to existing business models.

When analyzing the prospects for the use of digital technologies and tools in the business processes of public catering enterprises, it can be argued that modern consumers tend towards a variety of technological innovations due to their speed and relative ease of use. The increased availability of search engines, payment and other functions can reduce health risks. Therefore, most likely, the digitalization of business processes will continue after the return to traditional forms of service.

In general, when determining the factors and conditions affecting the viability of digital business transformations, the following issues can be distinguished. These are: the need to develop information infrastructure in the regions; formation of digital literacy of the population; contribution of businesses to the content of web sites of food aggregators.

The opportunities for the solution of these problems, in our opinion, are largely determined by the institutional decisions of regional authorities. Along with this, the most important task is to increase the digital competence of employees in the public catering sector, in accordance with the

emerging new tasks and roles associated with the management of support for virtual interactions.

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ДИГИТАЛИЗАЦИЈА ПОСЛОВНИХ ПРОЦЕСА У ПРИЛАГОЂАВАЊУ УГОСТИТЕЉСТВА НОВОЈ РЕАЛНОСТИ (КОВИД– 19 ПАНДЕМИЈА)

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Извод

Ограничење пословне и друштвене активности током кризе изазване корона вирусом у Русији и целом свету довело је до потребе прилагођавања пословних процеса јавних угоститељских предузећа новој реалности. Циљ истраживања је проучавање трендова дигиталних трансформација пословних процеса јавних угоститељских предузећа јужне Русије, због потребе прилагођавања факторима изазваним пандемијом, као и процена њихове „одрживости“ у смислу њихове користити након завршетка кризе са корона вирусом. За спровођење студије, аутори су одабрали анализу садржаја научних извора представљених у базама података Scopus и Web of Science, у којима су описани случајеви развоја јавних угоститељских предузећа током кризе изазване вирусом корона. Као резултат анализе руског и међународног искуства, откривено је да је сет решења која се баве дигитализацијом пословних процеса усмерен на коришћење технологија које обезбеђују смањење уочених здравствених ризика, а изражен је како у промени услуга, тако и у промени процеса њиховог пружања. Студија је идентификовала главне трендове у дигитализацији пословних процеса у прехранбеној индустрији Русије. Дате су карактеристике ових трендова са становишта њихове „одрживости“ на дужи рок. Идентификовани су уобичајени проблеми повезани са употребом дигиталних технологија и алата у предузећима. Аутори су дошли до закључка да ће се дигитализација пословних процеса у Русији наставити и након повратка на традиционалне облике услуге, будући да савремени потрошачи теже разноврсним технолошким иновацијама због њихове брзине и релативне једноставности коришћења, као и повећане доступности услуга мобилних технологија које обезбеђују претрагу, плаћање и друге функције, а такође омогућавају и смањење здравствених ризика.

Кључне речи: дигиталне трансформације, криза Корона вируса, фактори пандемије Ковид-19, пословни процеси, индустрија прехранбених услуга, бесконтактне интеракције, адаптација, дигиталне технологије

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