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Quality Management in Restaurant Businesses: Theoretical Bases and Modern Methodological Approaches

Abstract: *Introduction.* In modern conditions, quality management systems are actively used as an effective economic management tool. It complies with the requirements and recommendations in the ISO 9000 series of international standards and serves as a cross-cutting structural element of the overall enterprise management system. It is based on a process approach, which is implemented through planning, provision, control and continuous improvement of quality in order to achieve strategic objectives. *Purpose and methods.* The purpose of the study is to analyse methodological approaches to the quality management system, study the current state of its implementation and regulatory and legal support based on the ISO 9000 series of standards in Ukraine, focusing on quality management of service and production activities of restaurant businesses. The research process used methods of logical generalisation, a systematic approach, and systemic-structural and functional analysis. *Results.* The article investigates methodological approaches to quality management of products and services in the restaurant business based on the international standards ISO 9000 series. Based on the research results, a thorough analysis of the current regulatory framework for quality management systems in accordance with international standards ISO 9000 series in Ukraine was conducted, which became the methodological basis for the research. The theoretical foundations and practical aspects of the formation of quality management and the patterns of development of key concepts, particularly TQM, which, combined with the requirements of ISO 9000, contributed to the formation of integrated quality management systems, were analysed. The quality

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management system as an economic tool for ensuring the efficiency of enterprises was analysed, and the process aspect of its implementation was revealed. The main reasons for implementing a quality management system in restaurant businesses are identified. *Conclusions.* The ISO 9000 series of international standards form a coherent system focused on effective quality management based on key management principles. The basis for the quality management system's functioning is implementing preventive measures to prevent non-conformities in restaurant businesses' service and production processes. Compliance with ISO 9000 requirements allows companies to demonstrate their ability to provide products and services that meet consumer expectations and mandatory regulatory requirements.

Keywords: quality, management, quality management system, product quality, service quality, international ISO 9000 standards, methodological approach.

1. Introduction

The problem formulation. Today, Ukrainian society is undergoing profound transformational changes, which are giving rise to new challenges for the national economy. One of the key tasks is to ensure the adaptation of domestic enterprises, particularly in the restaurant business, to dynamic changes in various spheres of public life. This requires the continuous improvement of products and services in line with current requirements, which are constantly changing under the influence of socio-economic processes. In today's world, competitive advantages in the global market are gained by ensuring high product and service quality. Therefore, there is an urgent need to implement effective quality management systems to ensure the compliance of restaurant business products and services with modern consumer requirements and adaptation to socio-economic changes. Ensuring the competitiveness of domestic enterprises in this area is impossible without a systematic approach to quality control of products and services, technological processes, service improvement and constant monitoring of consumer expectations. Given this, quality management in the restaurant industry is seen not only as a tool for improving efficiency, but also as a strategic factor for the successful development of enterprises in the context of globalisation and integration into the European space.

The ISO 9000 series of international standards has formed a unified approach to developing and evaluating quality management systems, which is recognised by most countries worldwide. They have also established clear product and service interaction rules between producers and consumers. In this context, the strategic development direction for Ukrainian economic entities operating

in the goods and services market is to achieve European quality standards in the organisation of service and production processes. Implementing a quality management system based on the international standards of the ISO 9000 series is an important mechanism for quality management in producing food products and providing services. The implementation of a product and service quality management system in Ukraine, based on compliance with the requirements and guidelines of the ISO 9000 series of international standards, is an effective economic tool for the implementation of service and production activities at an enterprise for the creation of high-quality food products and services.

It is becoming clear that the primary goal of all stakeholders in the production and sale of food products is to ensure a high level of quality, taking into account external and internal influences on service and production activities and the logistics processes of product delivery to consumers. In this regard, a process approach and risk-oriented thinking are considered scientifically sound means of solving problems in quality management.

State study of the problem. Scientific developments by foreign experts in the field of quality management have significantly influenced both the theoretical foundations and practical aspects of building quality management systems. The models they developed became the basis for the formation of modern management concepts, which, in turn, contributed to the creation of integrated systems based on the combination and adaptation of different approaches and models of quality management. Fundamental ideas about the essence of quality, the specifics and problems of quality management of products and services, the basics of approaches to understanding quality and its management, as well as the principles for creating and implementing effective quality management systems were formed in the scientific works of leading foreign scientists, in particular E. Deming, A. Feigenbaum, F. Crosby and others, whose contributions have significantly influenced the development of this scientific field. F. Crosby defines quality as conformity to requirements, emphasising its close connection with specified standards and expectations. According to E. Deming, quality is achieving excellence that meets market demands (Rusavska & Taran, 2021). In turn, A. Feigenbaum (1999) considers quality to be the totality of market, technical, production and operational characteristics of products or services that ensure compliance with consumer expectations during use. The theoretical approaches proposed by these scientists have become the classic foundation for further developing modern quality management concepts. These issues are fragmentarily covered in the works of Ukrainian scientists O. Davydova

(2018), S. Melnychuk, O. Borovykov and L. Bal-Prylypko (Melnychuk et al., 2012), V. Rusavska (2018b; Rusavska et al., 2021), V. Rusavska and S. Neilenko (2022). The issue of quality management is the subject of research by several Ukrainian scientists, S. Bondarenko (2022), O. Davydova and I. Pysarevskyi (2012), K. Demchenko (2023), V. Zavalniuk (2013), I. Markina, I. Potapiuk and D. Moshenets (Markina et al. 2018), V. Postova (2022).

Unresolved issues. Despite significant scientific achievements by both foreign and Ukrainian scientists in the field of quality management, it should be noted that the problem of ensuring high quality of products and services in restaurant establishments through the introduction of modern quality management systems, taking into account the specifics of the functioning of market participants, remains insufficiently studied. This necessitates further theoretical justification, methodological improvement and practical research in this area.

2. Purpose and methods

The purpose and research tasks. The study aims to conduct a comprehensive theoretical and methodological analysis of the quality management system based on the ISO 9000 series of international standards requirements. Particular attention is paid to the study of methodological approaches to quality management, the assessment of the modern concept of its implementation by the principles of ISO 9000, as well as the determination of the effectiveness of this system as a tool for ensuring effective management of service and production activities of market participants in the production and services. To achieve this goal, the research aims to accomplish the following tasks: to identify the reasons that determine the need to implement a quality management system at enterprises; to investigate key concepts, reveal the essence, purpose, requirements and recommendations of the quality management system under the international standards of the ISO 9000 series in the conditions of the Ukrainian economy; to determine promising directions for the development of quality management in the context of modern transformational challenges.

Methodology and methods. The methodological basis of the research is formed by scientific concepts of leading foreign scientists who have developed theoretical and applied approaches to quality management, as well as significant theoretical developments of Ukrainian scientists devoted to implementing quality management systems in domestic conditions. The research pays particular attention to the regulatory and legal aspects of quality management systems, particularly in the context of adaptation and implementation of the ISO 9000

series of international standards requirements. This methodological basis has made it possible to form a comprehensive approach to the analysis of modern challenges and prospects for developing a quality management system in the restaurant industry of Ukraine. The following methods were used in the research: logical generalisation method – to determine the essence of the quality management system and clarify key concepts in the field of quality; system approach and system-structural analysis – to systematise concepts for the development of a quality management system, as well as to analyse its functioning in the field of products and services by the requirements of the ISO 9000 series of international standards; functional analysis – when adapting the implementation of a quality management system in restaurant businesses in the changing conditions of the modern market.

Information base. The research's information base consists of foreign scientists' scientific works, which highlight the theoretical foundations and practical aspects of quality management, as well as the experience of Ukrainian scientists regarding implementing quality management systems in the national economy. A special place is occupied by regulatory and legal documents that regulate the functioning of quality management systems by the international standards ISO 9000 series requirements. Such an information base ensured the depth and comprehensiveness of the research, allowing for the analysis of existing approaches and the identification of priority areas for improving the quality management system in the restaurant business.

3. Results and discussion

3.1. Formation of an effective quality management system. In today's global market for products and services, there is a steady trend towards integration into global, particularly European, economic structures. This necessitates market operators to introduce innovative technologies in food production and service organisation, ensure high service quality, and improve service and production activities. Achieving these goals is possible thanks to implementing effective quality management systems built under the requirements of the ISO 9000 series of international standards.

The decisive factor in this process is the focus on maximum customer satisfaction, which is currently the key criterion for setting high standards for product and service quality at the international level. Therefore, to ensure the competitiveness of restaurant establishments in Ukraine, it is necessary to introduce quality management systems adapted to international standards. The practice

of leading countries shows that businesses that integrate modern quality management models gain significant competitive advantages in the global market. In modern conditions, a quality management system is seen as an effective tool for improving the efficiency of service and production processes, based on the principles and requirements defined by the ISO 9000 series of international standards. International experience shows that the effectiveness of such systems depends mainly on the existence of an appropriate regulatory framework that regulates product and service quality requirements at the state level (Parkhomenko, 2010, p. 344).

Therefore, an objective is needed to develop, justify and implement methodological approaches to strategic quality management that consider economic, social and environmental aspects and include several management measures to determine further directions for quality improvement (Bondarenko, 2022). Such an integrated approach allows for forming a comprehensive management system focused on meeting current consumer needs and the enterprise's long-term development, considering the principles of sustainability. Effective strategic quality management requires a systematic assessment of the enterprise's internal potential, analysis of the external environment, forecasting changes in consumer expectations, and using risk management tools. Implementing such approaches in the restaurant business creates conditions for ensuring the competitiveness of the enterprise, which will be able to quickly adapt to market challenges and ensure stable quality of products and services under international standards.

The formation of effective strategic quality management requires a comprehensive analysis of international experience in quality improvement programmes, as well as a detailed study of the current regulatory framework and the specifics of state regulation in the field of quality management in Ukraine (Rusavska, 2018b, pp. 119–120). This approach allows for the adaptation of best international practices to domestic conditions. It creates the conditions for forming and implementing an effective quality management system that will meet the modern requirements of the global market and promote Ukraine's integration into the international economic space. In such conditions, the effective functioning of restaurant businesses requires the availability of appropriate resources and clearly defined processes and well-established mechanisms for their interaction, emphasising the importance of creating a modern integrated quality management system (Batchenko et al., 2020, p. 15). Building such a system ensures the consistency of management actions, optimises production and service

processes, and improves the enterprise's ability to respond quickly to changes in the external environment and consumer needs.

3.2. Theoretical foundations and practical aspects of quality management. The theory and practice of quality management in its historical development have undergone several stages, each characterised by specific features and formation patterns. The main objectives set by well-known quality management concepts were to improve the quality of products and services, ensure a rapid response to changes in the market environment, achieve optimal economic results, and solve the problem of increasing the competitiveness of enterprises where quality plays a key role (Rusavska & Taran, 2021). These tasks remain relevant today, while expanding with new requirements related to integrating global standards, introducing innovative technologies, and growing consumer demands. In the 1960s, American quality control expert A. Feigenbaum developed the concept of total quality management (TQM) (Feigenbaum, 1999), which quickly gained widespread worldwide recognition. The concept of TQM (Total Quality Management) became a new philosophy of quality management in enterprises, based on a comprehensive and systematic approach to controlling and improving the quality of products and services. It involves all departments and levels of the enterprise in continuously improving processes, focusing on consumer needs and integrating quality into all aspects of the enterprise's activities. The key provision of the TQM concept is the idea of quality management covering all stages of production and all levels of the enterprise's management hierarchy, including technical, economic, organisational and social aspects of its activities. As O. Davydova (2018, p. 151) notes, 'Total quality management is a management style that establishes a new management culture.' The TQM concept aims to achieve sustainable long-term success through continuous quality improvement, which is implemented through systematic analysis of performance results and appropriate process adjustments. It is focused on striving for zero defects, optimising non-production costs, increasing competitiveness and gaining the trust of all stakeholders. With this in mind, it is becoming increasingly important for management bodies to adhere to TQM (Total Quality Management) principles, which form the basis of the ISO series of international standards (Melnichuk & Borovikov, 2012, p. 210). Implementing these principles allows for forming a systematic and integrated approach to quality assurance that meets modern market requirements and promotes the sustainable development of enterprises.

Implementing quality assurance systems under international ISO standards began in the late 1980s. It confirmed the transition to a new quality management methodology based on standardised principles of effectiveness and efficiency of management processes. The ISO 9000 series of standards has become a universal benchmark for companies in various industries, as it contains clearly defined requirements for quality management systems that promote trust in products and services at the international level (Davydova & Pysarevskyi, 2012, p. 125). These standards guarantee that processes within an enterprise are transparent, controllable and aimed at continuous improvement. They have become critical in the restaurant business, where the quality of products and services is a critical component of customer satisfaction and the formation of a company's reputation. Therefore, implementing ISO 9000 series standards allows for the optimisation of internal processes and increased competitiveness of establishments.

At the beginning of the 21st century, there is a clear trend towards developing integrated quality management systems due to the need to coordinate the functioning of all elements of an enterprise within a single management model. This approach combines the quality management system with other functional subsystems – environmental, financial, human resources, information and production management – to achieve comprehensive efficiency (Rusavska & Taran, 2021). The development of integrated systems demonstrates the desire of enterprises, particularly in the restaurant industry, not only to comply with international standards but also to form an internal culture of quality focused on long-term development. Integrating the quality management system into the overall enterprise management system allows for more efficient use of resources, reduces duplication of processes, increases the transparency of management decisions and strengthens competitive positions in the market. This development direction is becoming an important condition for forming a modern quality management system capable of quickly adapting to dynamic changes in the market environment.

3.3 Regulatory aspect. The modern product and service quality management system cannot function effectively without proper regulatory support. The regulatory framework is the foundation for forming, implementing and maintaining quality management systems at all levels of economic activity. It defines mandatory requirements for the quality of products and services and the responsibility of economic entities for non-compliance with established standards. In Ukraine, quality management systems are regulated nationally and internationally by harmonising domestic legislation with European Union and ISO 9000

international standards. Improving the quality of enterprise operations in line with the requirements of the ISO 9000 series of international standards is carried out, taking into account industry specifics. It is based on systematically generalising theoretical provisions and practical experience in quality management (Rusavska, 2018b, pp. 117–118).

Improving quality management systems requires internal optimisation of processes and strict compliance with current legislation. In particular, in Ukraine, the regulatory framework in the quality field is governed by several legislative and regulatory acts, among which the adapted national and international ISO 9000 series standards play a key role. The ISO 9000 series of international standards has become the basis for forming a unified approach to developing, operating and evaluating quality management systems, ensuring uniform rules for interaction between producers and consumers of products and services (Postova, 2022). They clearly defined the general principles and requirements that enterprises must comply with to ensure quality at all stages of their activities. Despite the constant growth of quality requirements at the international level, the methodological approaches in the ISO 9000 series of standards have proven their ability to adapt to change while remaining an effective management tool. Their versatility, flexibility and process orientation have made these standards popular among enterprises in various industries and convenient for independent assessment of quality management systems by other interested parties (Davydova & Pysarevskyi, 2012, p. 200). This has contributed to the spread of ISO standards at both the global and national levels, including the restaurant industry, which is increasingly integrating international requirements into its practices.

Thus, the ISO 9000 series of international standards, adapted to the national legislation of Ukraine, constitutes a reliable regulatory and methodological basis for the formation and effective functioning of quality management systems in restaurant establishments. Their integration into production and service processes ensures compliance with established quality requirements and fosters a culture of quality based on transparency, responsibility and customer focus. Quality assurance by international standards helps to strengthen trust in restaurant businesses, increase their competitiveness in domestic and foreign markets, and create a basis for the further implementation of standards, particularly in food safety.

Currently, food product and service quality management systems are implemented based on international standards that have been adapted and approved as national regulatory documents in Ukraine. These include DSTU ISO 9000:2015 ‘Quality management systems. Fundamentals and vocabulary’,

DSTU ISO 9001:2015, 'Quality management systems. Requirements', and DSTU ISO 9004:2001 'Quality management systems. Guidelines for performance improvements' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a, 2016b; Derzhstandart Ukrainy, 2001). These standards form the basis for building effective quality management systems that ensure the compliance of products and services with modern international requirements.

For a deeper understanding of the essence of the quality management system, it is important to familiarise yourself with the basic terminology used in this field. The Ukrainian State Standard DSTU ISO 9000:2015 'Quality management systems. Fundamentals and vocabulary' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a) defines the key concepts underlying quality management systems: 'Quality management' means management focused on quality; 'management system' means a set of interrelated or interacting elements that form policies, set objectives and determine processes to achieve these objectives; 'quality management system' means the part of a management system that deals with quality; 'quality' means the degree to which the totality of characteristics of an object satisfies established requirements; grade – a category or rank assigned to different requirements for an object that have the same functional purpose.'

The introductory provisions of the quality management system, as well as the terminology and identification of key concepts in the field of quality, are set out in DSTU ISO 9000:2015, form the fundamental basis for a correct understanding of the structure and functioning of quality management systems, where a structured quality management system is proposed, combining fundamental concepts, principles and processes aimed at the effective achievement of organisational objectives. This approach is universal and can be applied to any enterprise regardless of its size, type of activity or business model, making it particularly relevant for enterprises in various industries, including the restaurant business (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). This standard is the basis for the entire ISO 9000 series and covers aspects such as quality management principles, key processes and necessary resources.

Therefore, a basic understanding of the key terms, principles and processes set out in DSTU ISO 9000:2015 is a prerequisite for the successful implementation of a quality management system and provides a common methodological platform that allows enterprises of various forms and sizes to effectively organ-

ise their activities, focusing on achieving high quality standards and satisfying customer needs.

3.4. Scientific discourse. In modern scientific discourse and practical activities, there are a variety of approaches to interpreting the concept of 'quality'. In general, quality is defined as the degree of conformity of a set of characteristics of products or services to established requirements, which include predefined consumer needs and expectations that are formalised and mandatory (Zavalniuk, 2013). At the same time, quality is not limited to a set of specific properties that distinguish a product or service from similar ones on the market. However, it is considered a set of characteristics that can best satisfy the needs and expectations of consumers (Rusavska, 2018b, p. 118). It is a multifaceted concept that can be viewed from philosophical, social, technical, legal and economic aspects. Accordingly, quality is a complex category encompassing many important characteristics and parameters for producers and consumers (Davydova & Pysarevskyi, 2012, p. 9). Such a multifaceted approach to understanding quality forms the basis for further research and practical implementation of quality management systems aimed at improving the efficiency of enterprises in various industries, particularly in the restaurant business.

In the context of the functioning of restaurant establishments, a clear distinction between the concepts of 'products' and 'services' is of particular importance, as they are key elements in the quality management system. According to DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), a product results from an enterprise's activity that can be created without mandatory business interaction between the manufacturer and the customer. The dominant feature of a product is its material nature. In contrast, a service, according to DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), is interpreted as a result that necessarily involves the performance of a specific type of activity between an enterprise and a customer. Services are usually intangible, and the consumer's experience and feelings during the interaction are the primary criterion for their perception. In the restaurant business, these two concepts are closely interrelated: the consumer receives a tangible component in the form of a finished culinary dish (product) and an intangible component in the form of service, atmosphere, and service interaction (service). This combination requires a comprehensive approach to quality assurance that considers the characteristics of both the tangible and intangible results of the establishment's activities. In this

regard, an important aspect of the quality management system in restaurant businesses is taking into account the consumer's perception of quality, which is formed not only based on the physical characteristics of the product, such as taste, appearance, and serving temperature, but also depends to a large extent on intangible components of the service, which include the level of service, professionalism of staff, comfort and atmosphere in the establishment, speed of response to orders, emotional support, etc.

Thus, quality becomes integrated, involving objective (technical and technological) indicators and subjective (emotional) consumer perceptions. This requires the restaurant to clearly define all internal processes and continuously improve and meet consumer expectations, which corresponds to the modern requirements of the ISO 9000 standards.

3.5. Quality management systems. Quality management systems are an important tool for an enterprise's strategic management, ensuring stable product and service quality, meeting consumer expectations and achieving competitive advantages. In international practice, a quality management system is seen as a set of interrelated management elements that work within a company to shape quality policy, set goals, and manage processes and resources to achieve them. In the restaurant business, implementing such a system allows for the formalisation of internal processes, ensures quality control at all stages from raw material supply to customer service, and achieves a consistent level of service that meets international standards.

The basis of an effective quality management system is implementing a set of preventive measures to prevent non-conformities in the service and production processes of restaurant businesses, both in the current time and in the long term. This approach minimises the risks of quality loss, reduced customer satisfaction and damage to the company's reputation. Within the terminology of DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), the concept of 'conformity' is defined as the fulfilment of a specified requirement, while 'nonconformity' is interpreted as the failure to fulfil a requirement, in particular one related to the intended or actual use of a product or service. Applying these definitions in the restaurant business allows enterprises to systematically identify, analyse and eliminate deviations from standards established by internal procedures and regulatory documents. It is the systematic control of the conformity of processes and results of activities that ensures constant quality stability and timely adaptation to changes in the external environment or consumer requirements. The preventive component of quality management is implemented by

introducing tools such as audits, critical point monitoring, risk management, customer satisfaction assessment, non-conformity analysis and corrective actions that form a continuous improvement process.

By the provisions of DSTU ISO 9000: 2015, a quality management system is understood as a set of actions by which an organisation determines its objectives, identifies the processes and resources necessary to achieve the desired results, and manages their interaction in order to create value for interested parties (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). This understanding of a quality management system requires a precise formulation of quality policy and the establishment of appropriate objectives, the implementation of a process approach, and consistent planning, provision, monitoring and continuous improvement of quality at all stages of the enterprise's operations (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). Given this, a product and service quality management system based on the ISO 9000 series of international standards should be based on an integrated approach that includes: organisational structures that define the hierarchy of responsibilities and authorities; standardised procedures that ensure consistency and control of operations; processes implemented at all stages: from the production, storage and sale of food products to the provision of services; resources, including material and technical resources, human resources and financial resources necessary for the stable functioning of the system. Thus, the quality management system emerges as a comprehensive, adaptive mechanism that allows restaurant businesses to ensure compliance with international requirements and improve the overall performance of their activities.

The next stage in developing quality management systems is the implementation of DSTU ISO 9001:2015 'Quality management systems. Requirements' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b), which specifies specific requirements for companies engaged in the manufacture, sale and provision of services, to demonstrate their ability to consistently provide quality that meets customer needs and mandatory regulatory requirements. This standard is focused not only on formal compliance with requirements, but above all on improving the quality management system's effectiveness in customer satisfaction, continuous improvement and increased competitiveness. For catering establishments, ISO 9001:2015 opens up opportunities to systematically evaluate and improve

processes: from raw material procurement, food preparation and service to customer satisfaction analysis and strategic planning.

A key feature of this standard (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) is the application of a process approach that integrates: the PDCA (Plan-Do-Check-Act) cycle as a basic management model that involves planning actions, implementation, control of results and corrective measures; risk-oriented thinking. Risk-based thinking is a fundamental principle of modern quality management systems, the essence of which lies in the systematic identification, analysis, evaluation and response to risks that may affect the quality of products, services and the ability of an organisation to achieve its objectives. Risk-oriented thinking helps restaurant establishments not only to anticipate and minimise threats, but also to improve process stability, customer satisfaction and overall operational efficiency. This thinking is integrated into all levels of management, from strategic planning to staff operational activities. This approach not only prevents non-compliance but also leverages opportunities for improvement.

The DSTU ISO 9001:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) standard coordinates and integrates the terminology set out in DSTU ISO 9000: 2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), providing a comprehensive view of the quality management system as a consistent interaction of planning, assurance, control and improvement of quality. In this context, the key concept is quality planning, a component of quality management that involves setting clearly defined quality objectives and determining the operational processes and resources necessary to achieve them. In the restaurant business, this may include standardising recipes, assigning staff responsibilities and defining criteria for evaluating service quality. Quality assurance is aimed at creating confidence that established requirements will be met. This may include monitoring compliance with technological charts, hygiene requirements and sanitary standards, or implementing internal service quality audits in restaurants. Quality improvement refers to the continuous improvement of processes and the ability to meet requirements. This is achieved through innovation, staff training, customer feedback, complaint analysis and equipment upgrades. Corrective action is implemented in response to identified non-conformities to eliminate their causes and prevent recurrence. For example, identifying a problem with delays in serv-

ing meals may lead to changes in the logistics of the production process or the reorganisation of staff shifts.

Thus, the DSTU ISO 9001:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) standard forms a systematic approach encompassing a strategic vision of quality and operational activities to achieve stable business performance. In the restaurant business, this allows quality to become a key tool for successful competition, ensuring consumer confidence and long-term market stability.

The primary purpose of implementing a quality management system in accordance with international standards in the restaurant business is to identify deviations from established quality indicators, which are considered normative in the production and service process. An important tool in this context is process modelling, which involves building a logical diagram of the relationships between all key stages of service delivery: from the supply of raw materials and food preparation to customer service. This approach makes it possible to visualise workflows, identify critical control points, assess potential risks and develop effective measures to improve quality. Process modelling is the basis for making management decisions to eliminate identified non-conformities. This allows the company to respond quickly to changes in market conditions, maintain the stability of technological processes and ensure that the results of its activities meet consumer expectations (Huts et al., 2019).

The awareness of restaurant businesses of the need for continuous improvement in the quality of products and services is primarily determined by external factors such as market saturation, rising living standards and growing consumer demands and expectations. In today's environment, consumers are becoming increasingly discerning, informed, and demanding regarding product and service quality, value, and safety (Markina et al., 2018, p. 192). In this regard, restaurant establishments that implement modern approaches to quality management form a strategic orientation towards customer satisfaction as their primary goal. This approach involves a systematic analysis of customer requirements and expectations, identification of key processes that affect the quality of products and services, and effective management of these processes, particularly at the supply, storage, preparation, serving, and service stages. The implementation of an effective quality management system in the restaurant business contributes to the overall efficiency of the enterprise, improves the quality of products and services, and optimises business processes that directly affect the level of competitiveness and the formation of a positive image of market operators in

the minds of consumers. The higher the efficiency of the quality management system, the stronger the enterprise's market position, and the quality of products and services becomes a key strategic resource.

In modern economic conditions, quality management systems are increasingly used as an effective economic tool to ensure that a company's activities comply with international requirements set out in the ISO 9000 series of standards. According to the latter, a quality management system is based on an integrated structure that includes fundamental concepts, principles, processes and resources necessary to achieve a stable product and service quality level. A quality management system built on this basis is a cross-cutting element of the enterprise management system. It permeates all levels of management activity, ensures consistency of actions and allows for the effective implementation of modern quality management principles that underlie the latest concepts of strategic enterprise development (Rusavska & Neilenko, 2022, p. 156).

The effectiveness of an enterprise's activities, as the ratio between the results achieved and the resources used, is intended to quantitatively and qualitatively assess economic processes and the achievement of high-quality indicators relative to competing enterprises (Demchenko, 2023). Methodological recommendations for achieving higher efficiency and effectiveness of quality management systems are set out in the state standard DSTU ISO 9004:2001 'Quality management systems. Guidelines for performance improvements' (Derzhstandart Ukrainy, 2001). These provisions are addressed to enterprises whose management is focused on strategic development, continuous improvement of activities and transformation of business processes to increase competitiveness. The ISO 9001 and ISO 9004 standards, which regulate requirements and guidelines in the quality field, are conceptually consistent, structurally compatible and can be applied separately or in combination to form integrated quality management systems.

The standards analysed form a coherent series focused on effective quality management based on fundamental principles of quality management. These principles – customer focus, leadership, employee involvement, process approach, continuous improvement, fact-based decision making, and relationship management – form the methodological basis of the ISO 9000 series of standards. Their consistent implementation in business activities contributes to achieving competitive advantages and sustainable development. The introduction of quality management principles enables organisations to respond effectively to the challenges of today's dynamic environment, which has undergone

significant transformations under the influence of globalisation, technological changes and a rethinking of knowledge as a key resource for development. As stated in DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a): ‘Success can be achieved through the implementation and updating of a quality management system aimed at continuous improvement of the effectiveness and efficiency of quality management along with other aspects of management.’

Quality management systems based on the fundamental concepts, principles, processes and resources defined by the ISO 9000 international standards are among the most effective. They enable organisations to achieve their strategic objectives regardless of size, industry or business model. Global practice in improving the quality of products and services is based on a balanced combination of all components of the enterprise management system.

The ISO 9000 series of standards is universal and widely used in all manufacturing and service industries as a modern concept of quality management. The quality management system integrates all management functions that affect quality assurance and improvement into a single coherent structure. Its implementation facilitates the coordination of all processes related to analytical research, the development and implementation of new technologies, the provision of a high level of service and the improvement of production efficiency.

Methodological approaches to quality management based on the implementation of international standards ISO 9000 series ensure effective management of service and production activities of market participants in the production and service sectors. In the context of service and production activities, particularly in restaurants, such approaches make it possible to structure management processes by recognised international standards, ensure transparency and reproducibility of operations, establish a feedback system, and identify and eliminate deviations early. The application of ISO methodology also allows for the introduction of monitoring of key quality indicators, effective risk management through identifying potential quality threats at an early stage, analysis of their impact and the development of preventive measures, and ensuring continuous improvement in all aspects of operations. Applying these approaches in the restaurant business contributes to improving the quality of products and services, which, in turn, is one of the key areas of strategic development for companies in this industry and increases their competitiveness. At the same time, implementing the principle of continuous improvement, which is fundamental to ISO, enables companies to develop a management system based on data, experience

and feedback. This contributes to improving the quality of products or services and overall operational efficiency, cost optimisation, staff development, and forming a long-term reputational advantage in the market.

In addition, methodological approaches based on ISO 9000, as a systematic approach to quality management embedded in the ISO 9000 series of standards, ensure the integration of training, motivation and professional development processes for personnel as an important resource for ensuring stable quality. Employee participation in decision-making, performance evaluation and the formulation of suggestions for improvement stimulates team responsibility for results and increases staff commitment. This approach contributes to creating a quality-oriented internal organisational culture where all participants in the process are aware of their role in achieving strategic goals. As a result, the company receives not only short-term benefits in the form of resource optimisation and product improvement, but also long-term benefits in the form of strengthening its competitive position and expanding its market presence. In today's unstable business environment, such advantages are crucial for ensuring the sustainable development of a company in the face of global challenges.

In the modern concept of quality management, considerable attention is paid to the social aspect, which involves mobilising staff to achieve common goals and implement the restaurant's development strategy. This is achieved by forming a unified direction of action consistent with the vision and mission of the enterprise. One of the key factors in forming competitive advantages in a dynamic market is the ability of an enterprise to implement innovations and adapt to changes quickly. The desire for continuous development, updating of knowledge and its practical application allows restaurant businesses to meet market requirements, combine practical experience with theoretical developments and ensure systematic improvement of the quality of products and services (Rusavska, 2018a, p. 74).

At the same time, the methodological tools of the product and service quality management system in the restaurant business in Ukraine are at the stage of active development and gradual improvement. Domestic service enterprises are increasingly focusing on the requirements and guidelines of international standards in the field of quality assurance, which form a closed management cycle. This cycle includes identifying consumer needs, satisfying them effectively, continuously improving the quality of products and services, and increasing the competitiveness of enterprises in a dynamic market environment.

4. Conclusions

The research conducted by the set purpose allows us to draw the following conclusions:

1. A quality management system is an effective economic tool that provides a structured and consistent approach to controlling and improving the quality of products and services. It is based on a conceptual framework that includes key concepts, principles, processes, and resources related to quality, and at the same time, it is integrated into the overall enterprise management system as its cross-cutting structural element. This systematic approach enables the enterprise to ensure operational stability, improve customer satisfaction and enhance its competitiveness.

2. The application of a methodological approach to quality management based on the ISO 9000 series of international standards requirements, particularly in restaurant businesses, contributes to forming an effective quality management system that meets the modern challenges of a dynamic and globalised market environment. This approach not only supports the sustainability of operational activities but is also identified as one of the key strategic vectors for the development of market operators.

3. Modern concepts of quality management are formed considering current trends in the development of the services market, the high dynamics of changes in consumer expectations and growing demands on the efficiency of management processes. Their methodological basis is the ISO 9000 series of international standards, which, thanks to their versatility and structural flexibility, have found wide application in both manufacturing and service industries.

4. In modern conditions, ensuring effective quality management at enterprises by complying with the requirements of the ISO 9000 series of international standards, which cover a wide range of methodological approaches to the organisation of management processes aimed at improving the quality of products and services, minimising risks and ensuring a sustainable competitive position, is becoming a priority. Using these standards is the most widespread and appropriate practice among domestic enterprises seeking to meet international requirements and market expectations.

5. Given global market trends and the current level of product quality assurance by Ukrainian operators, it can be argued that enterprises are increasingly aware of the importance of implementing effective quality management systems.

There is a growing focus on service and production activities based on the principles and requirements of the ISO 9000 international standards. This indi-

cates a gradual integration into the global quality space and a desire to increase competitiveness in domestic and foreign markets.

Scientific novelty. The research substantiates the relevance of the methodological approach to quality management based on the requirements of the ISO 9000 series of international standards. The proposed approach is considered an effective economic management tool that meets the modern conditions of restaurant businesses and satisfies the need for improving quality management systems.

Significance of the study. The practical significance of the results obtained lies in the possibility of using the proposed theoretical provisions as a basis for developing, adapting and implementing quality management systems in restaurant businesses. This will strengthen internal control, optimise processes and improve the quality of products and services.

Prospects for further research. Further research should be focused on a comprehensive analysis of problems arising in implementing and operating quality management systems based on the international standards ISO 9000 series in combination with food safety management systems in accordance with the requirements of DSTU ISO 22000:2019. Such integration is essential for restaurant businesses, where quality assurance is closely linked to compliance with sanitary and hygiene requirements and risk management.

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