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MONITORING AS A TOOL TO IMPROVE THE EFFICIENCY OF OPERATIONAL ACTIVITY OF RESTAURANT BUSINESS ENTERPRISES

In modern conditions, the efficiency of the operations of enterprises by preventive management is ensured. To do this, the use of monitoring as a means of obtaining statistically reliable information for evaluating the activities of enterprises, making short-term and long-term development forecasts is assumed.

Monitoring as a tool to improve the efficiency of operating activities of enterprises from the twentieth century is being investigated. Therefore, there is no single point of view on the methodology and methodology of its implementation. The set of basic methods and techniques for implementing monitoring is also not determined.

Scientists V.R. Belenky, I.O. Blank, G.I. Kindratskaya, I.D. Lazarishina, S.N. Volkov, G.V. Savitskaya, P. Drucker, R. Waterman made a significant contribution to the study of this scientific problem. The ambiguity of the theoretical justification and the lack of relevant practical developments in the field of monitoring the operating activities of restaurant business enterprises from the standpoint of a systematic approach determine the relevance of the research topic.

Monitoring as a management function is the collection of information, a comprehensive assessment of information and forecasting for a stable system of indicators. This system of indicators, taking into account the specifics of the enterprise, its organizational structure and financial system is developed and continuously refined.

Monitoring allows you to timely identify the problems of the enterprise from the standpoint of its main areas and management cycle in the context of functional subsystems in order to improve the efficiency of enterprise management in general.

The restaurant business is a promising line of business, and the modern industry of the restaurant business is the largest and most profitable sector of the world economy. The analysis of statistical data shows that the volume of services sold by enterprises of the restaurant business for the II quarter of 2017 year

increased by UAH 1534.5 million (126 %) compared to the I quarter of 2017 year of the city indicates that for the population the volume increased by 1085.5 million UAH (126.14%), to enterprises (institutions) the increase is 397 million UAH (124 %), to other categories of consumers - 52 million UAH (147 %).

The specifics of the restaurant business are that they simultaneously perform three functions (production, sale and organization of consumption of a complex product — a restaurant provided with the participation of means ensuring the consumption of tangible goods and basic, additional, as well as related services) makes it difficult to ensure their economic security. Many factors of the external and internal environment are factors of a potential threat to the stability and development of the restaurant business. These include: the development of the restaurant business market; price variation depending on the level of the restaurant; orientation of restaurants at different levels of customer ability; the ratio of the cost and quality of services provided; the image of the restaurant; the attractiveness of the restaurant service. Therefore, the monitoring of restaurant business enterprises should be multi-vector, involving a multidimensional study to identify trends and prospects for further development of the enterprise. Monitoring the operating activities of the enterprises of the restaurant business explores the potential risks to the enterprise in order to take appropriate measures to eliminate them completely or reduce the negative impact on the financial results of the business.

Monitoring to improve the operating efficiency of the restaurant business requires the use of certain methods and techniques. Such as: structural and morphological analysis; observation, factor analysis, SWOT analysis, matrix models, etc. The effectiveness of monitoring by the consistent implementation of mechanisms for its implementation is ensured. Such mechanisms include: a problem identification mechanism, a problem monitoring mechanism, a management decision making monitoring mechanism, a problem forecasting mechanism.

The positive results of using enterprise monitoring data are:

- increasing the degree of independence, objectivity and efficiency in assessing the economic processes of operating activities;
- creating the necessary basis for the further improvement of the tools of strategic enterprise management;
- formation of the necessary information and analytical base for solving practical issues on the restructuring and diversification of the restaurant business.

Modern methods of monitoring enterprises in the restaurant business require the preparation of an information base and its analytical processing, the need to attract highly qualified specialists in this field and the use of innovative methods and techniques. The system of information support for decision-making in monitoring ensures consistency and efficiency of actions of the financial service of an enterprise at each management stage, providing a single database and instant display of changes made in it. A necessary addition to the system of information support for decision-making in the monitoring process to increase the efficiency of

the operating activities of restaurant business enterprises is the development of a monitoring information bank of an enterprise. This bank has information on operational problems that are classified according to certain parameters of their monitoring.