

DISSERTATION

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Faculty of Commerce, Catering and Tourism

Catering and Hotel Management in English (Bachelor)

Descriptive analysis of the Hungarian catering industry with a special
focus on the restaurant sector

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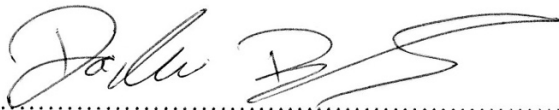
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DECLARATION

I declare that the dissertation hereby submitted in partial fulfilment of the requirements for the degree of Bachelor of Arts in Catering and Hotel Management at the Budapest Business School has not previously been submitted by me for a degree at this or any other institution. This thesis and the work presented in it are my own and have been generated by me as the result of my own original research; it is my work in design and in execution, and that all material contained therein has been duly acknowledged. I understand that my thesis may be made available to the public.

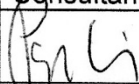

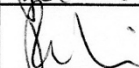

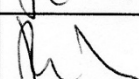
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**Dissertation Consultation List
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.....
Academic Supervisor
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1 INTRODUCTION

1.1 Background of the study

Hungary has very good roots regarding the catering industry, because it has good weather condition, good quality soils, and agricultural products, rich history in hospitality. Despite these facts, the Hungarian catering sector has some essential problems and difficulties, which I would like to present in this study.

I think operating a restaurant is a complex and hard work, which has many components. Based on my personal experiences I can say that there are some risky points within the topic that must be mentioned. Another reason for choosing this topic was a market research carried out in order to help me to operate my future catering unit in the most appropriate, and best possible way.

1.2 Objectives of dissertation

One of the human needs is eating. Without eating, there is not enough energy in the human body. This can be one reason why the catering industry could spread out worldwide as a so-called side effect going together with the development of the tourism sector. I think nowadays the catering units, as several types of restaurants and bars play a significant role in human's life, because in this globalized, urbanised world people are devoting more time to spend their free time in catering units, hotels, or use other services. Tourism and catering being part of the service sector have effects on the economy.

First, I would like to introduce some different definitions and statements about the catering and tourism sector.

„From the perspective of the catering industry the key issue is that people at tourist destinations demand a range of activities, experiences, and facilities. The provision of accommodation, food, and drink is a key ingredient within the tourism industry. „ (Knowles, 1998. p. 4)

According to a definition in a tourism dictionary, hospitality is „looking after guests well; the town is famous for its old-fashioned American hospitality; hospitality industry = all companies involved in providing services for guests (hotels, inns,

restaurants and other recreational activities) „The catering is a „supply of food and drink for a party, etc. „, (Collin, 1998. p. 122)

„The tourism can be defined as the process, activities, and outcomes arising from the relationships and the interaction among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of visitors „, (Goeldner – Ritchie, 2009. p. 6)

Based on another aspect tourism is „The international visitors were first agreed to by the United Nations Conference on International Travel and Tourism, in Rome in 1963. Tourists- temporary visitors to a country staying at least 24 hours, for the purposes of leisure or business.” (Bull, 1995. p. 2)

There are many ways to define tourism, many definitions were accepted until 1991, when the WTO (World Tourism Organisation) stated that „Tourism comprises the activities of persons travelling to and staying in the place outside their usual environment for not more than one consecutive year leisure, business or other purposes” (Holloway – Humphreys – Davidson, 2009. p. 8)

“Hospitality is a place and a feeling where one can build their own self-esteem and pride, by providing positive memories and experiences to our guests.” John Hogan (Source: www.hotel-online.com accessed October 20th 2015)

According to the World Tourism Organisation the tourism is: “Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure.” (Source: <http://media.unwto.org/en/content/understanding-tourism-basic-glossary> accessed October 20th 2015)

“They defined an ‘international tourist’ as anyone visiting a country, other than that which is his usual residence, for more than 24 hours. The Committee of Statistical Experts excluded by direct reference individuals arriving to take up work or residence, students, attending schools, commuters who cross borders on their way to work, and travellers who do not stop en route through a country regardless of the length of time physically present in that country.” (Smith, 1995. p. 21)

“They argue that tourism can contribute to the most of the domains, but in particular health, work and productivity, emotional and spiritual well-being and relationship with family and friends. Tourists may also feel part of a temporary community when they are travelling, and my pay more attention to the environment, especially if they are Eco tourists or travelling in beautiful or fragile locations.” (Puczkó – Smith, 2014. p. 4)

“The hospitality industry remains labour-intensive. Staff members at all organisation levels are needed to produce the goods and services offered to guests by a lodging and food service operation.” (Kavanaugh – Ninemeier, 1995 p. 8)

“Catering reflects the eating habits, history, customs and taboos of society but it also develops and create them.” (Kinton – Ceserani – Foskett, 1998. p. 12)

“Hospitality and travel industry products are experiential only, and we do not know the quality of the product until after we experienced it.” (Kotler – Bowen – Makens, 2014 p. 39)

“The restaurant industry as we know it today evolved from inns and rest shelters for travellers as food was added as part of the services that they provided to people who stayed overnight” (Szende, 2013. p. 3)

The main purpose of catering units is to serve food and drink for their guests.

Today, the service sector is the most developed sector worldwide. We can say that in the world of economy this is the most profitable and most developing segment in the first (developed) countries. The hospitality takes place in this sector too. (source: www.cia.gov; www.oecd.org accessed October 20th 2015)

“The hospitality is one of the best dynamically developing segment in service sector in which everybody is interested. It has in strong connection with the tourism sector, in which there are many unutilized possibilities in that way that the tourism and hospitality is in geographical connection, based on the ingredient chain. For me the catering is about the sacrament of the energies which are intangibles. Food gives energy to the body service gives energy for soul, which is also another basic need of human. Hospitality is about pleasure causing for employees who serve the service itself and for the consumers who are enjoying the service. Factors what takes place in hospitality: economy, communication, create, production, pleasure, travel, informative. (Source: Author’s own approach)

1.3 Aim of dissertation

The most important step is to have a look at the difficulties in the Hungarian restaurant sector and to discover the needs of the potential guests and analyse their opinion about the catering sector.

The main goal of this study is to understand the Hungarian catering sector in the framework of tourism, why it is important for the economy, furthermore to discover the difficulties in the operation of the restaurant sector and introduce the possible problem solving methods.

I have chosen this descriptive topic for my study because I think the Hungarian market situation is quite good, mostly in Budapest but it has some negative and critical points in the capital city as well. The study shows the recent situation on the restaurant market.

1.4 Structure of dissertation

During this study, after the description of the catering market, I will point out the key issues of kitchenised units at operation. The study will touch the 7P marketing mix steps. To understand these facts, the reader will get a view on the relevant information of the catering segment's marketing and management issues. This is good because the reader will see what are the main factors in order to operate well a catering unit. The study continues with the analysis of the recent situation of the Hungarian market.

The first part is about the connection between tourism and catering, about the role of catering in tourism, and vice versa, which will be presented through books, magazines, statistics, online articles about the topic. With this research, it will be clarified, why catering has an important role in the service sector and how it affects tourism. After this section, the study introduces the market in Hungary through the analysis of the restaurant sector.

I have made my own researches in my work. One of my primary research analyses some in-depth interviews carried out in the topic. I think this is an important part because the people I have chosen have very good professional background and they

have a good, relevant view on the Hungarian restaurant- hospitality sector and its difficulties.

As the second primary research I used a quantitative method with a questionnaire filled by hundreds of people in order to examine the consumers' needs, how frequently they visit restaurants.

The objective of this section is to get a good overview of the situation of the demand and to analyse the weak and strong points of the Hungarian restaurant market.

My third primary research introduces the top ten restaurants in Hungary through various tourism related websites, comparing top ten list with that of the professionals.

One of these applications is the www.tripadvisor.com , (a worldwide travel related company which includes interactive forums, where the visitors can check in and give a ranking to a given restaurants, accommodations), the other application is www.ittjartam.com which is the same as Tripadvisor but this is limited in Hungary.

The third type of analyse is the Gault Millau's which shows a professional ranking.

With the help of these analyses, the aim is to give a good overview about the top restaurants in Budapest.

This study examines most of the problems arising in the Hungarian restaurant sector.

At the end, we will come to a clear overview about the weaknesses and challenges and their possible corrections.

1.5 Defining the role of hospitality within tourism, and its characteristics

Tourism is part of the service sector within the economy. It is called an industry, because the service sector is the most developed sector of the global economy. Many historical events contributed to the development of tourism, for instance the invention of the vehicle, like the invention of the steam engine, and the invention of the airplane. It was affected by the travellers in the Middle Ages, like the caravan passages, the Grand Tour, which was made by the rich aristocrats around Europe. Mass tourism was born after the Second World War, when people have started to travel to one destination at the same time.

Technical developments and the regular paid holidays or the regulations by the World Trade Organisation (WTO) from 1955 helped a lot to the expansion of tourism. There is a statement in 1980's Manila Agreement saying that tourism is not only an economic category. It has social, political, cultural factors. By the way, it has impacts on the

overall quality of life. The governments have an important role in its development. On the other hand, the delegation of 107 states underlined the importance of the domestic and international travelling.

Finally, in 1989, at the WTO conference in Hague, the importance of tourism in social environment was determined. It was also declared that tourism had an important role in forming the way people spend their free time, which is a basic need of human being. (Holloway – Humphreys – Davidson, 2009)

A kind of management is necessary which helps tourism to develop, and to protect the environment, respectively. It has to be manifested in laws and regulations.

Tourism has huge and diverse effects on the economy, because the tourists pay for the services and spend money in the given country, which means *currency income*. In this way, it is invisible export, since tourism as a product is intangible.

On the other hand, tourism creates jobs. In addition, this sector positively affects other domestic sectors of the economy like, transport, infrastructure or education.

The main points in the tourism sector are the following:

- Organizational system (Tour operators, Travel Agencies, Tourist Agencies)
- Accommodation
- Infrastructure
- Personal Conditions
- Catering Units (Supply of the tourists with different style and standards.)

Everything is for the tourist's demand; if they travel to a destination, they can choose the right product for their demands. (Burákné, 2005)

2 GENERAL CHARACTERISTICS OF THE HOSPITALITY INDUSTRY

2.1 The general characterization of the hospitality industry and its management and marketing issues

There are many definitions for hospitality, which were mentioned previously. Tourism and hospitality are strongly connected, because guests never look for just one single service, rather they search for a package, what contains more than one service offer, and generally, it contains minimum one catering service. This is the answer for the question, why the development of hospitality is strongly influenced by the development of tourism.

It creates jobs and creates market for the agriculture and for the industry. For catering service, raw materials are necessary, and the catering units must purchase these products from any small manufacturer, or a retailer or a wholesaler.

Catering contributes to the development of the infrastructure, which in this sense means transport and telecommunication; good utilization of the place, public utilities, and easy accessibility.

In case of hospitality, location is a very important feature. This is one of the main factors characterising the type of the unit. Because the environment affects the character of the unit; determines the target market, and the possibilities of the infrastructure. A well-operating restaurant can develop its surroundings and this phenomenon has a vice versa effect because if the environment is already developed, for example a business centre, the catering unit, (restaurant, café, bakery) will be formed around it.

Hospitality has many advantages and disadvantages. First of all, the *multiplication effect* is the most important, which means a mutual positive effect. If the tourism/hospitality has an effect on a factor, this factor has an effect on another. For example, a building of a restaurant creates jobs for other profession, and the restaurants management must buy the suit ups for the restaurant, as tables, chairs, design elements, and these steps involve other fields to the catering unit's supply. (Holloway–Humphreys–Davidson, 2009)

On the other hand, tourism has a strong socio-cultural factor. Related to socio-cultural changes some disadvantages may arise. Due to *standardisation*, which is one

consequence of the globalization, hospitality can lose its authenticity. Analysing the big fast food chains or the famous hotel chains, we will see their main concept, to serve the same quality, no matter in which country they are. This ensures guests, to get the same quality, but it can ruin the main concept of the tourism, the cultural diversity.

The economic effects are also important in tourism and hospitality sector as the high water consumption, regarding the utilization of a restaurant. The ratio of energy consumption is also considerably high. The air and noise pollution is a huge problem as well. We must think about agricultural contamination as well. The raw materials coming from the soil suffer the biggest damage. (Szende, 2013)

2.2 Catering is a product within the service management

We see hospitality as a product within the service management. This is a product with the following main characteristics:

- Intangibility

Which means the customer does not know what he or she purchased before consumption or use. This is the main point why the service sector is quite risky, and because of this reason the quality management and quality control is important.

- Physical Evidence

This is the key issue for creating a positive appearance for the given product in order to attract more consumers. The physical evidence has physical factors, as the uniforms, design elements, colours, fragrances which characterize the whole atmosphere.

- Inseparability

This means that both the employees and the guests are parts of the product.

- Variability

Generally, the products can be variable, but in case of hospitality or a restaurant, the product should be on the same level. At a restaurant, service must always be consistent.

- Perishability

The service cannot be stored. In case of restaurants, a table reservation cannot be kept after a given time period because the restaurant can lose money if they do not sell that seat for anybody else who may come in.

(Kotler –Bowen – Makens, 2014. pp.:39-44)

Nowadays, we can say that there is a so-called restaurant industry, and there is a huge competition in it. There are numerous restaurants worldwide, which have their own rules, regulations, and basic management steps for staying alive in this great competition. The supply is huge, and because of this, an own restaurant management has been built around this industry. Nowadays it is a complex field.

2.3 Marketing and management issues

From the marketing point of view there is the 7P structure, which is a guideline of factors in a restaurant, which are the following:

- Product
- Price
- Place
- Promotion
- People
- Processes
- Physical Evidence

2.3.1 Product

The *product* is the first key factor in the 7P's structure. This is the first because in every commercial activity there is always a product what a company, a business realizes. In case of the catering units the product can be tangible and intangible, because the service offered is also part of the product, or it is the product itself. The main product of a restaurant is the service itself. Its main component is the menu card, because the selling portfolio consists of the meals. Every item on it is a separate product within the product. In hospitality/catering industry it is not enough to sell the product, the customers' - in this case the guests' - demand must be satisfied at the same time, which is another product.

In other sense, the complexity of products is necessary, because the products affect the guest's senses, as vision, smelling, hearing, touch. On the other hand, the trust

from the guests' side is important. The products in restaurants are unique, because they are not possible to repeat.

The product always has a life cycle. This is its natural feature. The four stages in this cycle is: the introductory session, when the product is new on the market, the focus is on the marketing function, in order to introduce it to the audience. The second session is the growth stage, when more and more people become familiar with the given product. The third and the most profitable session is the maturity stage, when the product is already on the market, everybody knows it, and everybody buys it. The decline session is the stage when the consumers do not show any special interest for the product; maybe the product produces losses and it is not profitable anymore to keep it on the menu.

In the stage of product, the BCG model plays an important role. This is a matrix, which is a well-known strategic analysis in marketing besides SWOT analysis. We use this tool in life cycle period investigation, and this is good for analysing the business profitability.

Product life cycle stages

In the management-marketing topic, we separate different life cycle products.

- Stars

It can be a new one or regular product.

- Plowhorses

We differentiate products that are not profitable but popular. For example, when the profit margin is not high, or the food cost is higher than the selling price, but the consumers require the given product. This situation becomes real, when costs of ingredients are high,

- Puzzles

These products are profitable but they are not so popular. These products require high attention in promotion in order to become more popular.

- Dogs

The items are neither profitable nor popular.

In the following section, I would like to present the product portfolio (menu offer) of the ZONA restaurant for demonstrating the product life cycle model. I will speak about the four stages of menu portfolio, which meal is a puzzle, a dog, a star, or a plowhorse.

SOUPS

CHICKEN SOUP, WILD MUSHROOMS, CONFIT EGG YOLK – 1950 HUF

BUTTERNUT SQUASH VELOUTÉ, PUMPKIN SEED OIL – 1450 HUF

BOUILLABAISSSE – 2950 HUF

STARTERS

BEETS, GOAT'S CURD, WALNUT – 2250 HUF

SCALLOPS, BLACK RISOTTO, RED DULSE, SAFFRON – 4250 HUF

SALT COD MOUSSE, BROCCOLI, CUCUMBER, 'NDUJA – 2850 HUF

STEAK TARTARE, QUAIL EGG, TOAST – 3850 HUF

CONFIT FOIE GRAS, GREEN APPLE COMPOTE, WALNUT CRUMBLE –
4250 HUF

TOULOUSE SAUSAGE, PORK BELLY, BELUGA LENTILS, PORK JUS – 3250
HUF

SALADS

ROASTED BUTTERNUT SQUASH, TAHINI, ZA'TAR – 1950 HUF

BABY GEM, CRAB, MANGO, AVOCADO – 3650 HUF

SMOKED DUCKBREAST, PORTOBELLO MUSHROOMS, BABY SPINACH
– 2850 HUF

MAINS

GNOCCHI, TRUFFLE, CEPS, PARMESAN – 2950HUF

PAN-FRIED SALMON, VERMICELLI, NUOC CHAM SAUCE – 3950 HUF

VINDALOO MONKFISH, BEETROOT, SWEET CORN, CORIANDER – 5950
HUF

RABBIT TEXTURES, SAVOY CABBAGE, PARSNIP, CARROTS – 4250 HUF

RACK OF LAMB, CHANTERELLE, CHARD, CHESTNUT, SHALLOTS –
5450 HUF

CHICKEN SCHNITZEL, PESTO, SLOW ROASTED TOMATOES – 3450 HUF

CONFIT SHOULDER OF LAMB (FOR 2) – 9900 HUF

BURGERS

BEEF BURGER (HABANERO JAM, SMOKED CHEDDAR, BACON) – 3450 HUF

SALMON – COD CAKE BURGER (SAUCE GRIBICHE, BLACK BUN) – 3450HUF

SIDES

TRIPLE COOKED CHIPS – 690 HUF

MASHED POTATOES – 690 HUF

BUTTERED KALE, SEEDS – 890 HUF

BELUGA LENTILS, NDUJA – 990 HUF

BAKED BEETROOT, FETA, POMEGRANATE – 790 HUF

HONEY GLAZED CARROTS, PARSNIPS – 690 HUF

SWEET POTATO CHIPS – 990 HUF

SAUCES

HOMEMADE MAYO/AIOLI/HEINZ KETCHUP/HABANERO SAUCE – 300 HUF

DESSERTS

GINGERBREAD, MULLED WINE, WINTER FRUITS, CINNAMON ICE CREAM – 1450 HUF

COCONUT, TAPIOCA, PASSION FRUIT – 1650 HUF

CHOCOLATE MOUSSE, ARMAGNAC, PRUNES, ORANGE ICE CREAM – 1950 HUF

BAKED ALASKA (FOR 2) – 2450 HUF

ZONA CHEESE PLATE – 2950 HUF

Product portfolio (menu offer) of ZONA restaurant

(Source: www.zonabudapest.com accessed November 5th 2015)

Stars: The stars are always kind of meals, which are seasonal. They have special taste, for example, winter tastes. In case of the ZONA restaurant, these items are Gingerbread, mulled wine, winter fruits, and cinnamon ice cream. These are very popular among people, because their ingredients are seasonal. This way they can make profit too, because these products are popular.

Puzzles: These types of meals contain cheap ingredients, good dish concept, cooking method; they are easy to understand. These items are for making huge profit, but for

some reason they are not so popular among people. In case of the investigated restaurant, they are the chicken soup, wild mushrooms, confit egg yolk.

Plowhorses: In this case, a given ingredient has high cost but its selling volume is not too high. And there is loss on the given food. Bouillabaisse dish is this kind of item in case of the mentioned restaurant. This situation occurs, when the ingredient is not popular or the people do not like it, or they do not know it. This stage can occur in the introduction of a given dish.

Cash Cows: These items are the best selling ones on the portfolio. Reasonable costs and well determined selling price. Some premium product can reach this level, like the Confit foie gras, green apple compote, walnut crumble, or the smoked duckbreast, Portobello mushrooms, baby spinach. On the other hand, cashcows could be those items which raw material's costs are low and the cooks can form a well-structured food from the elements, and the restaurant can utilize it on a good scale.

Answering the question, what constitutes the high level of profitability and popularity is really mixed because it depends on the menu mix percentages of all other menu items and on the total number of items on the menu. For example, if the menu contains 10 different items, it will generate higher level of popularity than the menu containing four different items, which has a lower level of popularity.

The popularity depends on the layout of the menu as well. It is also important to create a simple, easily eye-catching and well-structured menu card. If it is not well organised, it can possible lead to profit loss.

In menu design strategies it is important to convey enough information to costumers, focus on content presentation – like how to increase attention. When forming the design of the menu, having various items on the menu may contribute to increased purchase likelihood. The eye movement, scan path is a series of movements made by the eye as it shifts between fixation points, and these eye-movements affect customers when they choose what to eat, that is why it is important to construct the design of the menu properly, to attract the consumer's attention to the advertisement. It is up to the person who is viewing, and up to the menu design. The certain food groups, like appetizers, entrees are also important. Pictures, illustrations also affect choice. For example, if the meal is just written without any information the guest can overhead it. Nutrition value is also a good way to increase interest and choice likelihood. A very

good and high-technologized way of presentation of the menu and meals, and using tools what are capable to illustrate the given meal to guest.

2.3.2 Price

Pricing in the marketing mix is the only one, which produces revenues; all the others produce costs. At this stage, the target market is very important; the main goal is to reduce the number of competitors, or to be the best among them.

Purchasing is a sensitive factor for pricing, because we must know the acquisition costs to define a product's selling price. Pricing is also sensitive in case of the market situation. The firm's pricing policy must fit to the market prices because there is a huge competition.

For example, if the selling prices are too high there will not be any guests at the given catering unit because they will go to another unit where the price-value scale is better.

There are six steps of setting the price, which are the following:

1. Select the pricing objectives
2. Determine demand
3. Estimate cost
4. Analyse competitor's cost
5. Select a pricing method
6. Select the final price

In the marketing mix, all the elements must be considered at the same level. Sometimes the firms pay high attention to the pricing methods and less importance to the other elements of the marketing mix, and this is a mistake.

The connection between price and product is important in terms of price and value. Regarding the life cycle method, the pricing strategy can affect the cycle. At the introduction session the prices are not too high, to help the product spread easily. Then, in the growth stage, the prices are higher, in the maturity session, the prices are even

a little higher, however, this is the selling price of the product. Later, the price of the product can be reduced because there is not enough purchasing power and this can be a motivation tool for selling, and it should be done in order not to have loss in business.

Pricing approaches are the following:

- Cost- Based Pricing

This is the type of pricing which means: “adding a standard mark-up to the cost of the product. For managers using this technique, it is advisable to use prime cost, the cost of labour and food, when determining menu prices.”

- Break-Even analysis and Target Profit Pricing

When “a firm tries to determine the price at which it will break even. For example, a buffet restaurant may want to make profit of 200.000 USD. Suppose that the fixed costs are 300.000 USD, and the variable costs are 10USD per meal. Variable costs are added to the fixed costs to find total costs, which rise with volume. Total revenue starts with each unit sold.”

- Value –Based Pricing

“Uses the buyers’ perceptions of value, not the seller’s cost, as the key to pricing.” For example, “a consumer who want a cup of coffee and a slice of apple pie may pay 5USD at a family restaurant, 6USD at a hotel coffee shop, 10USD for a hotel room service, and 15USD at an elegant restaurant. Each succeeding restaurant can charge more because of the value added by each type of service.”

- Competition- Based Pricing

“is the establishment of price based largely on those of competitors, with less attention paid to costs or demand. The firm might charge the same, more, or less than its major competitors.” (Source: Kotler –Bowen – Makens, 2014. pp.:327-329)

2.3.3 Place

Place is another important level, the distribution channel through which the information can reach the customer and the market.

There can be three types of channels:

- **Producer to Customer:** This is a direct distribution channel without any mediators. For example, the markets, when the employee of the restaurant sells the food to the consumer.
- **Producer to retailer to customer:** For example, a supplier as a cooperative plays role in a restaurant's life in that way as the restaurant buys fish for example from a given supplier and that company has already bought it from a fisherman.
- **Producer to wholesaler to retailer to customer:** We can talk about this type of channel level, in case of the franchise based café chains, as the Starbucks, Costa Coffee, California Coffee Shop Company.

The functions of the distribution channels

Information: Gives some information about the firm/unit.

Promotion: This is the communication of the offer

Contact: Communication chain. Buyer with firm and firm with the buyer.

Matching: Fitting the offer to the buyer's needs.

Negotiation: Agreeing on the price. This is mainly important in the supply chain.

Physical distribution: Transporting the products.

Financing: Using financial assets to cover the costs.

Risk taking: Assuming financial risks, for example in product portfolio writing, offering, or at the introduction of new products.

These functions work in the wholesaler-retailer-consumer matrix.

2.3.4 Promotion

Promotion is a management tool, which excites the need towards a given product promoted. The communication channels and distribution channels are very important in case of promotion.

In promotion, the AIDA model is one of the basic pillars, consisting of:

- Attention (Attract the attention of the customer)
- Interest (Interest of customer)
- Desire (Convince customer that they desire the product or service in order to satisfy their needs.
- Action (Lead customer towards taking action and/or purchasing.)

In the promotion, the business must use a promotional tool. This can be realized in:

1. Advertising
2. Personal Selling
3. Sales promotion
4. Public Relations

Advertising

is a long-term promotion, which is impersonal and involves a one-way communication, because the receiver cannot respond at once. It contains information about the advertiser, the size of the provider, and about the main concept.

The communicational channels are:

- Online: This communication channel includes the website promotion, as most restaurants have their own websites. On the other hand, promotion by a Facebook page is popular these days, because it is cost effective. They can upload photos, update informations about their unit. The www.netpincer.hu is a good surface as well for

promotion in hospitality, because it collects and lists the restaurants where the consumers can order.

- Offline communicational channels also bring successful steps. For example, the presentation of the menu in front of the hospitality unit, personal selling by a famous person who can attract more consumers. The gourmet festivals are also a type of off line communication channel, which are common nowadays. I think the gourmet festivals are good places to give a so called sample from the unit's philosophy, and the consumers can taste and test the given product or unit.

The personal selling

is a two-channelled distribution, where the receiver has the chance to respond to the message at once. The person involved can build up a long-term investment with his person, and a long friendship. Personal selling could take place at a gourmet festival when a person represents the company with a mini event or mini show during the fair.

The sales promotion

This is a short-term investment. It could include premiums, coupons, tools, contests which have unique qualities. This promotion type forwards other message to the future consumers. It says „buy it now”, unlike the advertising which says „buy our product”. Fast food chains frequently use this type of tools, for example, Mc Donalds' where you can find thematical weeks or months, or “two-fer” sales. The free presents or free little sample dishes take part of the sales promotion too. These tools can motivate the consumers to buy a given product. Sales promotion steps can help in the introduction of a new product in the company's life.

The main advantage of public relations

is the creditability. In some cases, a given famous person represents the company. This kind of promotion is very costly because it requires personal presence. On the other hand, the tools of well-working public relations, as the catalogues and other information transmitting tools are costly as well. Besides these, it is also very important to introduce the company's main field of activity, and its concept. The events, activities organised in house is a good way to build public relations.

The importance of people's role is significant in this sector, because guests buy connections not just service. There are many expectations towards the people who work in this area, such as reliability, attention, capability of gaining trust, devotion, and good communication skills. (Kotler – Bowen – Makens, 2014)

2.3.5 People

The people factor in the hospitality industry is very important as well, because the service offered to the people is made by people.

Supply side:

The employees are the ambassadors of the offered services, they must represent the unit's philosophy and they must represent the ambassador philosophy towards the consumers.

Motivation for the employees (motivate towards perfection in their work with trainings, good working ambience, interesting work salary, bonuses, holidays, responsibility)

Demand side:

The good service is the service when the consumers do not feel themselves consumers, rather they feel like ambassadors. The main goal of the ambassador model is that the consumers come into the restaurant as buyers and they leave as the ambassador of the restaurant and they spread out the good vibes of the restaurant. Well-educated employees, with a perfectly delivered service, can reach this result. If the consumers become ambassadors, this fact will attract future consumers and ambassadors too. This is the main reason why every component of marketing and management factors must fit and complete together.

This type of philosophy is missing from the Hungarian supply side.

2.3.6 Process

The *process* concentrate on the planning, development, implementation, documentation, and procedures to ensure that the central marketing objectives of

getting the right product in the right quantity from the right place at the right time in a profitable way.

The first step is the *purchasing* segment, which is the basic element of the line because the money can be lost or gained at this level. The main criterias are:

- Buy the right product: The type, quality, and quantity are important. After purchasing, storing is also important, especially in case of the perishable products. Chefs have to pay attention to this.
- Pay the right price: Management need to pay high attention to the costs in order to minimize the food cost.
- Deal with the right supplier: Location, its facilities, financial stability, fairness, and honesty are important factors in case of the suppliers.

The second step is the *receiving and storing* segment. Restaurants must consider the storing of the purchased products. It is in connection with the characteristics of the menu, daily turnover, capacity. They must separate dry products, and those that must be kept cool. The food must be separated by temperature: perishable and non-perishable food.

Summarizing the factors what makes a restaurant a good restaurant:

- Good location
- Good formed design
- Well trained staff in the kitchen and in staff area
- Good quality materials
- Good product, product-line
- Good marketing tools

Factors what make the business more successful?

- Good suppliers
- Good prices
- Good management regulations
- Good staff
- Good maintenance (as energy saving, etc.)

(Source: Horner; Swarbrooke, 1997; Kotler, 2011)

The other substantial factor in a restaurant's operation is the design of menu card and its presentation. It is part of the promotion, this is the main product, and this is the

main element of the process, because this is the basis of the ingredient necessity. In addition, this is the tool, which defines our business, and also the equipment demand in kitchen and the number of necessary employees.

2.3.7 Physical Evidence

means the atmosphere, area how the guest feels in a restaurant. This is important when creating an image, which involves tangible and intangible factors, like aforementioned employee behaviour or with the interior design. Music, lights, textiles, colours, furniture, staff, style of equipment play a significant role in creating the physical environment.

The physical evidence is a factor of brand building and brand managing.

What are the important elements of the story and the service to be provided?

- Name and logo
- Look, feel, and smell of the restaurant (inside and outside)
- Service style
- Arrangement and feel of chairs, tables, booths, and overall seating
- Desired employees
- Table service
- Colour and lighting
- Music

(Szende, 2013 pp.:22)

2.4 Competition on market

On the hospitality market there is a huge competition situation. With the help of the Porter analysis I am showing the main guidelines of the 5 important step which is important to analyse in case of management aspects.

In the followings I would like to present market threats in competition situation which can lead the firm's market behaviour. This is the Porter 5 forces Analysis Model.

Porter referred to these forces as the micro environment, to contrast it with the more general term macro environment. They consist of those forces close to a company that affect its ability to serve its customers and make a profit. A change in any of the forces

normally requires a business unit to re-assess the marketplace given the overall change in industry information.

Porter's five forces include - three forces from 'horizontal' competition:

- threat of substitute products or services
- threat of established rivals
- threat of new entrants;

and two forces from 'vertical' competition:

- bargaining power of suppliers
- bargaining power of customers.

2.4.1 Threat of substitute products or service

The existence of products outside of the realm of the common product boundaries increases the propensity of customers to switch to alternatives. For example, when one restaurant offers traditional cuisine and the competitor with the same target market offers traditional with new line.

2.4.2 Intensity of competitive rivalry

For most industries the intensity of competitive rivalry is the major determinant of the competitiveness of the industry.

Potential factors:

- Sustainable competitive advantage through innovation
- Competition between online and offline methods
- Level of advertising expense

2.4.3 Threat of new entrants

Profitable markets that yield high returns will attract new firms. This results in many new entrants, which eventually will decrease profitability for all firms in the industry. The following factors can have an effect on how much of a threat new entrants may pose:

- The existence of barriers to entry (patents, rights, etc.)

- Absolute cost
- Cost disadvantages independent of size
- Economies of scale
- Economies of product differences
- Product differentiation
- Brand equity
- Customer loyalty to established brands

2.4.4 Bargaining power of suppliers

The bargaining power of suppliers is also described as the market of inputs. Suppliers of raw materials, components, labor, and services to the firm can be a source of power over the firm when there are few substitutes.

2.4.5 Bargaining power of customers

The bargaining power of customers is also described as the market of outputs: the ability of customers to put the firm under pressure, which also affects the customer's sensitivity to price changes. The buyer power is high if the buyers come from several target market. The buyer power is low if they come from narrow target market and the competitor has the same target market.

3 HUNGARY'S GENERAL CHARACTERIZATION- FROM THE CATERING SECTOR POINT OF VIEW

3.1 Short historical overview of the Hungarian Hospitality market

The oldest catering memories in Hungary are from 1279 in Esztergom. This was a so-called „inn”. Catering in the past took place in churches. In these early times, there was a big change King Matthias's court influenced by Italians, because in Middle Ages the wanderings and discoveries were quite common. On the other hand, in these times many ingredients arrived to the country.

The situation was the same in the Turkish era when many new products as coffee, corn, cabbage, rice spread in Hungary, and the kitchen technologies developed as well. After this long period when the Turks had left Hungarian territory, in the 16th and 17th century, the German farmers and hosts appeared in the country. In 18th century, the most beautiful buildings in bigger towns were the Hungarian inns besides the castles of squires. The first hotel in Pest by River Danube was opened in 1814, which was called: Hungarian King. After this time, many new hotels were built next to each other along the bank of River Danube. In these units there usually were restaurants.

After the First World War, the characteristics in catering changed a lot but after the Second World War, the changes were more significant. There were many hotel building projects, in Budapest and in the Balaton region as well. With the development of the accommodation, the catering segment developed parallel. The property of these businesses was in the hand of the state until 1989 when the regime change has changed the circumstances. After the so-called privatization many state owned businesses has gone to private operation. There were many political and economic changes that time and formed the today's situation in catering. (*Vendéglátó szakmai ismeretek, 1999*)

In 2014, the number of registered catering units in Hungary was 53.386. This number was realised in 7 touristic regions in Hungary: Central Hungary (16.666 pieces) Western Transdanubia (5783 pieces), Central Transdanubia (6147 pieces), Southern Transdanubia (5.830 pieces), Southern Great Plain/Southern Alföld (6.561 pieces), Northern Great Plain/Alföld (6.671 pieces), Northern Hungary (5.728 pieces).

(Source: www.ksh.hu accessed July 5th 2015)

From this set of data, the fact is clearly visible, that most catering units are situated in the Central Hungarian region. I am almost sure, that this is mostly because of Budapest's location and this generates the good statistics in this region, because the most tourists come to visit Budapest. Based on this information we can state that this part of the country is the most developed, because of the previously mentioned idiom, that the tourism is part of the service sector in the economy.

As we saw earlier, the situation isn't equal between the regions of Hungary in terms of number of tourists. As the hospitality has strong relation with tourism, the hospitality/ catering industry shows regionalism also.

The role of tourism in Hungary is getting more important from year to year.

	Tourists	Visitors (1000 guests)	Spent days (1000 day)	Spent amount of money by tourists (million HUF)
2012	37 486	33 212	33 212	339 907
2013	34 103	32 987	32 987	344 902
2014	34 152	33 844	33 844	383 496

(Source: www.ksh.hu accessed September 17th 2015)

Table 1: Number of tourists in Hungary, and their spent days and expenditure money in 2012, 2013 and 2014.

Hungary in regarding to the tourism and economy is centralised, because Budapest, the capital city is the centre of the tourist arrivals, and here are located the big multinational companies, warehouses, on the other hand the distribution takes place in this area, and ways, railways run into the Hungarian capital city.

In addition, there are some differences in the regions regarding the restaurant brunch as well.

Year	Catering units	Restaurants from catering units
2012	55953	25929
2013	54916	25711
2014	53386	25344

(Source: www.ksh.hu accessed September 18th 2015)

Table 2: Registered catering units and the number of restaurants

Regarding Hungary's restaurant sector, I would like to mention regarding Hungary's restaurant sector that in 2014 there was a regulation by the Hungarian tax authority

that every company which is dealing with purchase activity must use a so called online cash paying register machine. There were several political reasons for introducing this system. We must know, according to the Hungarian financial laws there are some difficulties with the taxation system. The general sales tax (VAT) is the highest in the EU, 27% and 18% when the consumer asks the product for take away. (Source: www.nav.gov.hu accessed October 10th 2015)

Because of this fact, the trader companies have high prices. There are many kinds of components in their system in the catering industry, which generate a so-called black economy. However, this black economy theory is a suspicion, it cannot be proved. They are trying to save money with the labour costs, with the accounting system, tax declaration, and so on.

Based on the political situation Hungary has some difficulties on the level of national economy. In catering and commerce sector, the increase was 4.6% compared to the last economic quarter. (Source: <http://www.vg.hu/gazdasag/makrogazdasag/kiderult-miert-teljesített-jól-a-magyar-gazdasag-445604>) accessed September 28th 2015)

3.2 Situation on the Hungarian Hospitality Market

Nowadays in Hungary there is a huge competition in the hospitality-catering sector itself and their related management level. First, I would like to present a clear situation on the hospitality market with the help of the SWOT analysis.

<i>STRENGTHS on the Hungarian Hospitality market</i>	<i>WEAKNESSES on the Hungarian Hospitality market</i>
<ul style="list-style-type: none"> • There is demand for restaurants and several types of food, the consumers are opened for it. • Many new catering units (restaurants, cafés, street food units, bars) • Good target market in young generation • The Hungarian Cuisine is unique • Good ingredients 	<ul style="list-style-type: none"> • Budapest centralization, because of the concentration of the tourist arrivals • The Hungarian cuisine's dishes are heavy • Regionalism is not communicated in restaurants in the countryside, although Hungary has several regions and eating habits

<ul style="list-style-type: none"> • Good ideas • Good innovative restaurants 	<ul style="list-style-type: none"> • The ingredients used in hospitality do not originate from Hungary • Well trained work force is going abroad • Wages are too low in this sector • The workforce in hospitality industry is not opened for innovations • Sometimes no, or bad marketing strategy
<p><i>OPPORTUNITIES on the Hungarian Hospitality market</i></p> <ul style="list-style-type: none"> • Organised events – as gourmet events • More active, practise oriented education at high schools and upper education level with the cooperation of restaurants • Motivation on the employee level • Cooperations (among restaurants, among schools) • Create innovative courses • Good marketing strategy, innovation in marketing as social PR 	<p><i>THREATS on the Hungarian Hospitality market</i></p> <ul style="list-style-type: none"> • Strict legislation system • Cancellation of the welfare benefits as Szép card and Erzsébet card • Inflation • Economic regulations which could have effects to the hospitality sector • High taxes • Not enough discretionary income

Table 3: SWOT Analysis of the Hungarian catering industry

(Source: Author's own thoughts)

3.3 Arising problems

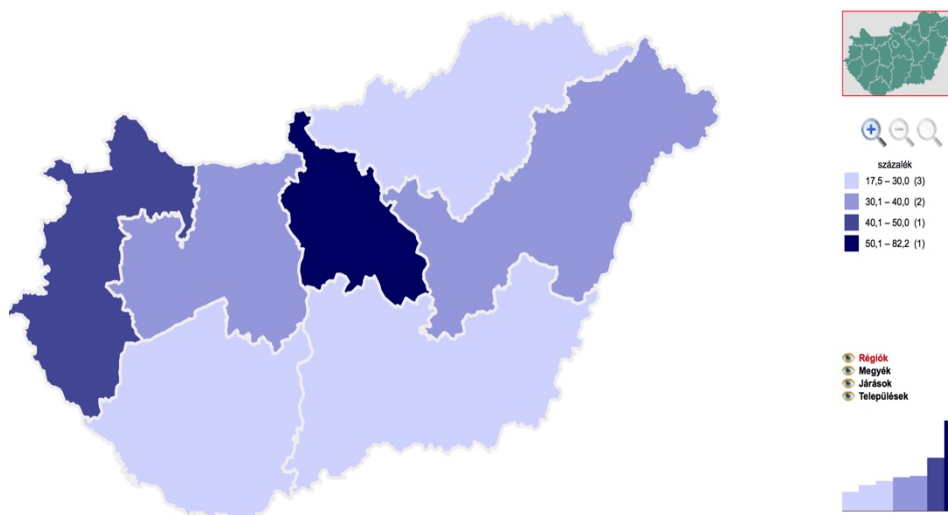
3.3.1 Problem one – Regionalism

As we have seen and analysed previously, the tourism, hospitality and catering sector is strongly connected to one another. In Hungary, it can be well experienced. The central Hungarian region is the most developed in terms of tourism and catering units. The most catering units are in this region, mainly in Budapest.

The spent overnights by tourists in regions:

- Central Hungary - 82.2%
- Central Transdanubia – 31.8%
- Western Transdanubia – 48.2%
- Southern Transdanubia – 27.4%
- South Great Plain – 23.7%
- North Great Plain – 30.8%
- Northern Hungary – 17.5%

We see the main differences between the regions. Central Hungary has the highest percentage, where Budapest is located.



Picture one: The spent overnight by tourists in Hungary in 2013 (source: www.ksh.hu accessed October 23th 2015)

3.3.2 Problem two – Seasonality

One problem is *seasonality*. Seasonality exists in catering because of the non-continuous availability of the raw materials and the holiday season. Based on the temperature we separate warm and cold season and regarding to the tourist arrival we separate also low and high season. On the other hand, regarding ingredients we separate months and periods too. Season in food and beverage management means, when there is a given ingredient, which has a low price on the market the restaurant works with it and the weekly offers are based on that given type of vegetable or fruit. (Source: Hospitality management lectures)

In Hungary, the Balaton region is suffering of the problems arising from seasonality. There the catering units operating only in the summer period, from May until August, which generates many difficulties in staff management, pricing policies, capacity, and stock.

3.3.3 Problem three – VAT system

Other big disadvantage in Hungarian catering is, the *VAT system*. Unfortunately, the Hungarian VAT has a quite high level. This is 27% in catering sector, and 18% in accommodation sector. In restaurants, the VAT system causes problems in pricing, because the main goal of units is to reduce the food costs as much as they can and with this high ratio, and it is difficult. (Source: www.nav.gov.hu accessed October 23th 2015)

3.3.4 Problem four – Education

The *education* is also a critical point regarding a successful business as we saw above and unfortunately, in Hungary there are some problems as well, in higher education level, and in the lower education level respectively. The below mentioned interviews present the difficulties of HR in the Hungarian restaurant sector.

What do you think about the professional education?

Zsófia Böröcz: Today there is no such kind of school in Hungary, which gives a good knowledge, because the schools are not following the recent trends at any level. The education's question is a complex thing, which requires state regulation as in north communities, like Sweden, Norway, which countries today are the leaders in professional competitions in the last 15 years. The other problem is that the professionals do not share their knowledge. I believe the people must share their knowledge and it will multiply, because it is passed on to other people.

There are problems in the service. In which the first factor is the professional knowledge and the attitude, because today the people who work in catering they just „dropped into it”, because they think that everybody can be good at serving.

There are very few people, who deal with hospitality to pleasure the guest. It is important to recognize if a guest is left-handed, or to realize when they ran out of bread or water at a table. The service must not stop at the point you served the plates to the guest.

How do you see the Hungarian situation?

Norbert Krizmanics: This is a disaster. I think the teachers should reorganize the teaching methods. The teachers in schools should teach professional tools, and they should not teach the profession from the books. Therefore, there are few practical lessons. On the other hand, the student side is also a disaster because they are not interested enough for the profession but of course there are talents who educate themselves. France is a good example to present a good system.

In France, there are entrance tests, like how to make an easy buttery light sauce in a precise way. In Hungary there are no entry tests in schools, which would be necessary to see which students are committed enough, and which are not.

What are the negativities in catering?

Dóra Petrényi: I think there are problems with the professional education, and skills. There are no good schools where the students can learn the skills of the catering profession. The foreign education is much better than the Hungarian. I think it would be good if the schools paid attention to the new trends, and the teachers taught it. In addition, the education methods should be up to date and more practical knowledge would be necessary.

On the other hand, I think in Hungary the ingredients are not so good. For example, you cannot buy fresh tuna. The unusual, exotic ingredients are only rarely available.

From these interviews, we see that the methods of professional education need innovations. Unfortunately, there is a fact when somebody is good in the profession but he does not share their knowledge because they are afraid of losing guests. There is another huge problem, namely in the working attitude of the waiters. This is because of the lack of interest towards to profession. The owners and their employees working nowadays in catering business do not have professional knowledge, they only work in this sector, because they have no other choice, or mainly because of long working hours, and the gratuities which make catering a relatively well-paid profession. Moreover, the teaching method needs modernization as well to present the real profession and to excite their interest towards their profession.

The other big problem is that the good professional labour force is going abroad because they can earn more money with their qualification, generally two or three times more than in Hungary and this kind of experience is always good in their career, plus they can improve their language skills.

3.3.5 Problem five - Technology

The average of the *technology*' used is more than 5 years old. There are many restaurants where the management do not renew kitchen technology, they change mainly the consumables. For example, there are many restaurants with a good location, good price level, but they don't have as many guests as they could because with the old fashioned technology, equipment they can't produce that quality food what the market requires. One reason can be the lack of money and sometimes the lack of professionalism. There are many catering units where the owner does not have professional catering background and they are not open to the new trends, because they have enough guests, and they do not want to innovate. Nevertheless, innovation is always a good return. The market is always changing, and the rotation is changing. (Source: Horvath, Vol 10, No.3, pp.:42-43)

3.3.6 Problem six – Wages

The wages in catering unit are not high. They work too hard for long hours, serving, but they do not get enough money for it. In addition, this is the other reason why the highly skilled people go abroad.

Please tell some negativity in hospitality.

Norbert Krizmanics: The concept is not good. The waiters do not work with their heart. They must work for long hours per one day, and their wage is not an a good level.

3.3.7 Problem seven – Ingredients

As we know, there are very good soils and many good quality ingredients in Hungary. But unfortunately, there are problems in terms of ingredients as well. In the background there are economic problems that many food producing factories produce their products for export and the quality ingredients do not remain within the country. However, there are private suppliers who produce and transport their products to restaurants. The other main problem is that the suppliers who work with a restaurant do not know exactly what they produce and they do not know what kind of vegetable is used for which dish. On the other hand, if we examine the seasonal vegetables, there are periods within one season too. For example, a given vegetable could be sweeter or more bitter at the beginning of the season and at the end of the season, and sometimes the restaurants do not calculate with this fact and they do not taste the given dish; deterioration may occur in this situation, and the recipe must be changed. This is why it is important to taste a recipe periodically, during in one given season. The other interesting fact is that the countryside is the best location to use quality ingredients, despite having no good restaurants there, there is no restaurant culture, because these restaurants do not follow the new trends. The best solution would be if every restaurant could produce their own raw materials but this could not work due the lack of the fields, mainly in case of the restaurants located in Budapest.

(Source: Lecture of László Jáhni, the executive chef of Kistücsök Restaurant)

4 Trends in catering – restaurant sector within Hungary

Today the cooking itself is a trend. There are many blogs, TV shows, magazines about cooking. These are for women who like to cook and for the professionals. Among people cooking and gastronomy are common topics to talk about nowadays. This is why more and more restaurants open each and every year.

There has always been some trend in culinary. The *healthy food* is in top trends. Nowadays the healthy cuisine is a new trend, just like the meals without wheat. This aspect of the healthy nourishment is very important.

I think the demand side has difficulties within this topic because healthy, as a word come to the people's minds as a very expensive and non-tasty food. Using local ingredients are another trend, which is followed by more and more people and restaurants as well. I mean that kind of local ingredients which comes from the farmers from the markets. They are fresher and these products have higher nutrition level.

Cook healthy is another new trend nowadays. If we think about the Hungarian cooking methods, they use sour cream, cream, wheat flour, and bread in a big ratio. This is a problem not just for the local people, but for tourists too, because if they visit Hungary, they would like to try the local specialities that contain lactose and gluten too. Fortunately, there are restaurants where we have the possibility to have lactose-free or gluten-free ingredients, but it is rather unusual.

Of course these products are more expensive and there are such operation units where it is not common to have special ingredients. There are many people, who think to consume these kind of products is a fancy way of catering. There are people who do not eat gluten free and lactose free because of a kind of fashion, they have serious problems caused by these components.

Based on my experience, it is complicated to find this type of bakery or confectionery and I think this „discriminated” people have serious difficulty to eat bakery products or buy coffee in the morning for example or going out in the afternoon and having a cake with friends. From the viewpoint of the catering units, it is a kind of speciality and more money is paid at the beginning but I think with time it can be a regular habit to buy not the so-called simple wheat based bakery products.

4.1 Trends – Kitchen technology

There are many new, trendy things used in kitchen technology, for example new techniques in treatment and processing of food, in order to produce the best possible quality.

(Source: Csiki, pp.:10-12)

Nowadays the common technologies in the are the following:

Sous- Vide Technology

It is a low temperature treatment system, which saves the nutritional value of the raw ingredients. A vacuum machine is needed also to use this system, because this machine can produce airtight packages. Than a so-called sous vide basin is also the element of this sous vide technology. The optimum temperature level is 50-70 Celsius.

Chocking freezing machine is also a commonly used machine in kitchen, in order to use the physical circumstances of the chilling.

Thermo mixer

This is a quite new machine in kitchens. This is a multifunctional machine, which is can be used for heating, cooling, milling, and several other functions, which make is it possible to use in home kitchens and in professional kitchens. There are many types of food, which are produced with it: Purées, sauce, soups, etc.

Steaming machine

Among kitchen equipment of the new wave, this is the one which is used mainly in fine dining restaurants. It is used to reach the steamy taste and this is a kind of preservative method.

Pacojet

In new waved kitchen, this is a technological machine, which makes a homogeneous material immediately from the frozen fruits and vegetables.

(Source: culinartist.blog.hu ; www.thermomixer.com, accessed August 2nd 2015)

I would like to mention, the new lined kitchen technology focuses mainly on the chemical background. This is important because of the nutritional component of a given food. If the right lexical background and the right machines met in a new waved kitchen, the result could be a very high quality. I think nowadays this is a crucial point in Hungary.

The new kitchen technology is important in case of the restaurants, because today the quality food is a need on the market. With the help of these equipments the cooking methods changed a lot, because in this way they can protect the nutritional value of a

given ingredient. On the other hand, with these equipments the cooks can reach easily the quality cooking, as less fat, not heavy impression of a given food.

4.2 Trends in restaurant concepts

On the supply side, the *bistro and street food concept* is easily marketable nowadays. The main concept of street food is to eat something fast or on the way at a reasonable price. The concept in Hungary is also famous, food trucks and small catering units where we can find daily meals (soups and one course dishes). The main importance of bistros is more or less the same as that of the street food but the guest can choose from an a' la carte menu card and these places always offer daily menu with two or three courses at a fixed price, and the guest can choose from two possibilities.

If guests get their meal fast, the meal is tasty and even the price is acceptable, also the waiters are nice, the catering unit can be sure that the guests will come. The long working hours generate this kind of catering because sometimes the people do not have more than 30 minutes for lunch.

Which restaurant category is easy to sell, and why?

Zsófia Böröcz: The bistro nowadays is trying to start something, when you hear the word a little nice place comes to your mind with a good quality food at a reasonable price.

On the other hand, there are some keywords nowadays as paleo, healthy, homemade, manufacture made, designed. What is in the background does not count; the price is the only thing what matters in this situation.

Today in Hungary, what is cheap is the pizza, gyros. There is the street food restaurant where in reality there is no restaurant atmosphere. There is a huge gap with unmentionable places, which represent the traditional classical style; they fight everyday problems. Then comes the fine dining segment, and the problem is, there is no transition from one to another, there is no middle way.

Today in Hungary a unit can be good if its concept is unique, like very good homemade cakes, or the best burger in the town. We must believe in the concept. Huge efforts in branding are also necessary in the current competition.

What are the Hungarian and international trends and do they have connection with each other?

Zsófia Böröcz: What is coming from abroad is better than the Hungarian, no matter what it is.

The hamburger craziness is coming from abroad. This is not invented by Hungary. Alternatively, the food truck concept is also an American invention and the street food thing also. We are running behind the trends. We make trends in Hungary with some year in late. In Hungary nowadays healthy diet is another trend.

The trends have cultural connection as well. Because the people in San Sebastian do not eat the fast food, because they know what quality food means.

Today the common trend is a 100 km trend when the restaurant uses the ingredients that were produced within 100 km from the restaurant. The zero wastage trend means, the chefs use raw materials in order to not to lose any part of the given ingredient. This is a quite slow process for everybody to use it.

Catering is an attractive profession. Today it is a separate topic; everybody talks about cooking, what they bought on the market, what they will cook for dinner, etc. Today it is a habit to go out with friends to the Fröccsterasz (famous bar in downtown of Budapest – the author) or something to eat. Hungary can be found on the European gastro map, because we have internationally ranked restaurants, and our cooks have good results on international gastro competitions.

What places represent the Hungarian trends?

Norbert Krizmanics: First of all, I would like to mention the Hungarian inns, which are common most at the Hungarian countryside. If the professional knowledge is good in case of an inn, this can be a good catering unit too.

The latest trend in Hungary is the street food phenomenon, which is mainly available in bigger cities like the capital city and some county centres. On the other hand, the bistro type restaurant seems to be very popular in Hungary, everybody tends to name a new restaurant a bistro. Street food means when you eat your soup, pasta, salad, sandwich from a paper mug or paper plate. Its price value level is good. This is an ideal choice when somebody is in a hurry and is hungry.

What are the Hungarian trends, and which restaurants follow them?

Dóra Petrényi: In case of cakes the French line is the most dominant as well as in the case of restaurants.

Catering and gastronomic events are trendy nowadays. This is a good platform for the restaurant's brand marketing. The Facebook, Instagram posts, and tags are today's trends. The guests will check in on Facebook, and they will upload some pictures about the food to these sites, and their friends and the friends of their friends will know the given place and their offer.

What do you think about the selling possibilities of the Hungarian cuisine?

Zsófia Böröcz: There is no problem with Hungarian cuisine. Of course, you cannot sell it as a salad. The problem with it is that restaurants offering Hungarian cuisine do not do it well. The restaurants what are located at popular places use the worst quality. The tourists get into this environment, and try this really famous and tasty Hungarian cuisine and they will say, „The Hungarian tastes are not that good as it was said”. The restaurants could prepare it in a quality way.

The top places do not offer the Hungarian cuisine, but the Hungarian ingredients as the stew style, letcho style, and premium quality meat.

What do you think about the selling possibilities of the Hungarian cuisine?

Norbert Krizmanics: This is so easy to sell to foreign people. They do not know this cuisine. There are good tastes in the Hungarian cuisines.

The concept of good quality restaurants is not the Hungarian cuisine. What explains this fact?

Norbert Krizmanics: The raw materials and the ingredients. If you calculate with a season and you do not have good green peas just the frozen type, you are in a difficult situation. You must order from a place where good fresh green peas are, you will not find such place in Hungary in the winter, and the whole situation will be expensive. If you are lucky you can sell it immediately, if not it will perish in your stock and you lose money.

The well operating catering units are based on the good staff, manager and waiters, barmen, chef, cooks, and basis for the raw ingredients.

What do you think about the sales possibilities of the Hungarian cuisine?

Dora Petrényi: I think it is good for sale. There is big audience who are searching for the Hungarian tastes.

What do you think, why the Hungarian cuisine could be famous? It has good taste. The paprika is the basic ingredient of the whole cuisine.

So in this way it is possible to make a good cuisine. No, matter how restaurants do it.

5 PRIMARY RESEARCH ONE

5.1 Evaluation of the interviews

I made four interviews within the dissertation's topic. My first interviewee was also once student of the Budapest Business School. I met her at one of my lectures because she was invited there as a guest lecturer to present us the background of a fine dining kitchen. We learned many things about several kitchen technologies, through her personal experiences in Michelin star restaurants and her 9-month experience in the Basque Culinary Centre, which is one of the well-positioned private schools in the catering education. She inspired me with her passion towards the most important factors in catering, as professional and personal connection.

The second interviewee was someone who has direct contact with the catering profession, who works as a sous chef in a bistro restaurant in Budapest. Before this period, he worked for the Costes restaurant, Hungary's best, and first Michelin star restaurant. I think he showed me another aspect of catering, and this other way opened other thoughts in me for answering my questions and prove the hypotheses.

I made the third interview with one of my friend who is an open minded and experienced person within hospitality in order to explore the Hungarian education situation and how a future catering manager sees the profession and the Hungarian situation.

I would like to mention regarding the interviews that I sent the questions previously to all interviewee. However, sometime the questions are different from each other because of the person and their various professional backgrounds and I thought if I do not stick too strict to questions, I will have more information from the given field. This is relevant that a restaurant manager sees the catering from a different point of view as a chef does. Furthermore, a totally so-called outsider person who works in the profession has relevant information regarding the restaurant area.

5.2 Results by the interviews

From the interviews illustrated above it is clearly visible that there is a quite positive situation on the Hungarian catering and restaurant market, which have critical points too.

Today in Hungary there are enough restaurants, we can say that nowadays there is a whole business section to operate a restaurant.

This „trend” comes mainly from abroad but the Hungarian market has reached a good level in the few past years. In Hungary today there are four restaurants, that have Michelin star, which is quite a good level. These restaurants are the top quality restaurants.

On the other hand, there is a fine dining line, which has foreign influence. This fact has been mentioned too in the three interviews above. In the restaurants, what are important in case of a guest and regarding the whole profession is to create nice and cosy atmosphere and environment, the design, the professionally educated waiters, and cooks, and the ingredients are also very important in case of a good operation.

The three most important factors are:

- Selling price
- Quality
- Good / positive experiences

The most critical negativities based on the three interviewees is the circumstances of education in case of the lower and the higher education as well.

Dóra Petrényi’s interview was important because she is attending a higher education and I was interested in her opinion how the education is and how it would be possible to repair this thing. Norbert Krizmanics’s interview showed me a lower education’s method, and his opinion helped me a lot in to make suggestions on how increase the level of quality in education through the idea of translating books.

Zsófia Böröcz’s interview is important from the viewpoint of management because she was manager at some restaurants and she helped to discover a good way of service. Taking price as the most important factor in a business the keyword was said by Norbert Krizmanics, referring to the supplier’s chain. The excellent quality ingredients.

Besides these facts, I have better information regarding today’s trends in Hungary.

- Street food
- Bistro
- Food truck
- 100 km trend
- Zero wastage trend
- Lunch menus
- Speediness

- Social media based marketing

(Source: The interviews made by the author)

6 PRIMARAY RESEARCH TWO

6.1 Investigation of the top 10 restaurants in Hungary with various travel sites

In this primary research I show 3 types of ranking about the Hungarian famous restaurants among the visitors by the given restaurants. One is by the Tripadvisor, the second is by the www.itjtartam.hu and the third one will be a the professional ranking by the Gault Millau organisation.

Reflecting to the restaurant's concept building, the social communication channels play an important role in the success of given restaurant's operation. Nowadays the Tripadvisor is a known surface for restaurant promotion. The Tripadvisor is a surface used by every tourist in given destinations, and this is why the Tripadvisor is used mainly by the tourists in Hungary. The Top 10 chart could be influenced by the restaurant's location, the restaurant's social communication tools, and their ambiance. Naturally the experiences could be negative too.

6.1.1 According to Tripadvisor

The first type of ranking is the best top 10 restaurants according to the Tripadvisor.

1. Comme Chez Soi
2. Bors Gasztrobar
3. Zeller Bistro
4. Local Corner
5. Hungarikum Bistro
6. Eat and Meet
7. Könyvbár és Restaurant
8. St. Andrea Wine and Gourmet Bar
9. Walzer Café
10. Lucky7 Burgers

(Source: <http://www.tripadvisor.com> accessed July 21th 2015)

Comme Chez Soi is the best place in town according to the tripadvisor's ranking. The location is an effective key point, because Aranykez utca where this restaurant is in the fifth district which is one of the best district, the downtown. This restaurant is in 5

minutes walking distance from the heart of the city, the Vörösmarty square, close to the Ferenciek tere, where the most famous street of Budapest begins, the Váci street. (Source: <http://www.commechezsoi.hu/>)

Bors Gastrobar is a kind of gastro bar with a street food profile. They serve soups, salads, sandwiches, and pastas, cakes on a daily menu basis. Their location is good because it is in Kazinczy Street which district is well-known for tourists. (Source: http://www.tripadvisor.co.hu/Restaurant_Review-g274887-d3700225-Reviews-Bors_Gasztrobar-Budapest_Central_Hungary.html)

Zeller Bistro is located in the seventh district in the Izabella Street. The Andrassy Street is in the neighbourhood; on the other hand, there are many apartments and low cost accommodation possibilities nearby. This district is loved by tourists, and to understand the location choice from the management of Zeller we must know that that area is a famous one among tourists. Not to mention the unique atmosphere what is in the district. In the background of these types of reasons and the success is the good location. (Source: http://www.tripadvisor.co.hu/Restaurant_Review-g274887-d4041036-Reviews-Zeller_Bistro-Budapest_Central_Hungary.html)

Local Corner's main profile is the pizza at an available price. Szondi street 19/a is their location, another good located place and it easy to reach it. They also offer home delivery which is a great advantage, mainly in their profile. (Source: <http://www.localkorner.hu/>)

Hungarikum Bistro's location is close to the Szabadság square, in the neighbourhood of the one biggest tourist attraction, the Hungarian parliament, on the other hand it is located in a business environment. By the way, the Hungarian cuisine is famous outside Hungary, so in this case, the name is an attractive point, and the style helps to attract tourists. (Source: <http://hungarikumbisztro.hu/#prettyPhoto>)

The logo of *Eat and Meet* says, „eat locally and meet globally”. This is the first thing we see on their website. Their profile is mainly the Hungarian cousin, and this restaurant is mainly for the foreign guests because the English website is available. The location is peaceful in the Danubius utca 14. (Source: <http://eatmeet-hungary.com/>)

Könyvbar and Restaurant has a very special concept, which is about books. Every meal has a story from a book, and this is their theme. This unique restaurant is located in Dob street. (Source: <http://konyvbar.hu/>)

St. Andrea Wine and Gourmet Bar is located in the heart of the city, in the rebuilt Eiffel Palace on Bajcsy Zsilinszki road 78. Their very special and fancy environment serves the people, who would like to have a gourmet experience. The wine selection is wide, and they use special ingredients. (Source: <http://www.standreaborbar.hu/hu/>)

Walzer Café is located on Buda side of the city in the first district. This unit does not serve food as a restaurant, their profile is the coffee. They serve good quality coffee. (Source: <http://walzercafe.hu/>)

Lucky 7 Burgers is a kind of unit where the burger is the profile. Nowadays the burger has become very trendy in Hungary. The location is very good also, the Piarista street in the fifth district close to the town's main street, the Váci street. (Source: <http://walzercafe.hu/>)

I would like to mention, the ranking could change from one day to another, because the Tripadvisor is an application with the customer can write reviews and search for good places to visit at a given destination. This is an excellent possibility in tourism and hospitality for promotion, but sometimes it does not show the real relevant ranking of restaurants or hotels. Of course, this says a view to us and to tourists as well, but sometimes it is a marketing question, how the catering units promote themselves, and where they are located, how many foreign people come to visit the units and what is the hospitality like at a given restaurant.

6.1.2 According to Ittjartam.hu

The second investigation is by a Hungarian website similar to the Tripadvisor, which is the www.ittjartam.hu. On this site is possible to separate regions and cities too.

I examined top 10 chart of restaurants in Budapest and this page showed another result from the Tripadvisor's.

1. Trattoria Venezia, Budapest
2. Café Intenzo
3. János Restaurant
4. Árnyas Restaurant and Gardens
5. Trófea Grill (Újbuda)
6. Torockó Restaurant
7. Prime Steak and Wine
8. Duna Garden Hotel and Restaurant

9. Trófea Grill Restaurant (Zugló)

10. Borkonyha /Winekitchen/

(Source: <http://www.ittjartam.hu/budapest/ettermek/> accessed July 22th 2015)

We did not find any restaurant in this chart that was mentioned in the previous one. I think this is because the users, commenters are not the same. As the Tripadvisor is used mainly by tourists, the www.ittjartam.hu is used mainly by the Hungarian local guests. We have a consequence about the restaurant visiting habits, and the target segment in marketing as where the catering units advertise their offer. We must note also that the *Tripadvisor* is also used by Hungarians, but the *Ittjartam*'s website is fully written in Hungarian, this is why it is mainly for locals.

Trattoria Venezia - is an Italian restaurant on József boulevard in 8th district, a little bit away from downtown of Budapest, where we can find an authentic Italian cuisine. (Source: <http://trattoriavenezia.hu/>)

Café Intenzo - has a classical Hungarian menu offer. Kálvin square is a famous district among tourists and locals. (Source: <http://www.cafeintenzo.hu/>)

János Restaurant - This restaurant is located in a Hotel at Buda side of the city. Their offer is similar to a bistro style. The main advantage of it is the closeness of the hotel, in this way tourists always visit the restaurant. (Source: <http://www.charleshotel.hu/en/janos-restaurant#slider>)

Árnyas Restaurant and Gardens - On their menu there are classical meals with unique ingredients. On the website there is a welcome music played during browsing the website. I think this is a good marketing tool, because this is the first step to invite the guest to the restaurant. The location is also at Buda in 12th district. (Source: <http://www.arnyas.hu/>)

Trófea Grill (Újbuda) - The Trófea grill chain has a good concept. They offer in buffet style, an all you can eat offer, on a fixed price. This management concept is a successful one regarding the consumption of the guests. (Source: <http://www.trofea.hu/>)

Torockó Restaurant - This is another classical Hungarian style restaurant with a wide range of food. The location is far away from the downtown, in 10th District. (Source: <http://www.torockovendeglo.hu/>)

Prime Steak and Wine - Its location is in the downtown of Budapest in Sas street in Fifth District. It has a special focus on beef, there are special and unique meals made from beef. (Source: <http://www.primesteakhouse.hu/>)

Duna Garden Hotel and Restaurant - This restaurant is located in a 4starred hotel far away from the city centre, close to the River Danube. A yacht club is in connection with the hotel. The profile is mainly international cuisine, which is because of the deluxe environment. (Source: <http://www.dunagarden.hu/>)

Trófea Grill (Zugló) - The concept is the same as the previous Trófea grill because they are operating in a franchise system. Zugló is another area far from the heart of the city. (Source: <http://www.trofea.hu/>)

Borkonyha - This restaurant is located in the downtown of Budapest. In 2014, it was rewarded one Michelin star. They have special meals made with high kitchen technology. The French bistro style and the Hungarian tradition both can be found in the meals. (Source: <http://www.borkonyha.hu/>)

I would like to mention, that this ranking does not have any special connection with the catering profession because at the bottom of the list there is a Michelin starred restaurant behind a simple buffet restaurant.

The positive aspect of this situation is that the *ittjartam.hu* is a kind of feedback of the restaurant visiting habits of the Hungarian audience.

6.1.3 According to Gault Millau

The third type of the research is a professional ranking, according to the professional Gault Millau rating, where professional control points is used.

Based on the restaurant's personality and atmosphere; the quality of ingredients; the cooking's professional background; creativity and the harmony of tastes and the service. These restaurants are the following:

(Source: www.gomijo.hu accessed September 15th 2015)

- Costes Restaurant (17 points, 1 Michelin star)
- Onyx Restaurant (17 points, 1 Michelin star)
- ZONA Restaurant (17 points)
- Alabárdos Restaurant (16 points)
- Borkonyha Restaurant (16 points, 1 Michelin star)
- Laci! Konyha! Restaurant (16 points)
- Olimpia Restaurant (16 points)

- Salon Restaurant (16 points)
- Arany Kaviár Restaurant (15 points)
- Babel (15 points)
- Calogány 26 Restaurant (15 points)
- Lou Lou Restaurant (15 points)

Costes

The Costes Restaurant is the first Michelin starred restaurant in the city. It is located at Kálvin square. Its cuisine is basically French line and they keep all the requirements of the regulation of a Michelin starred restaurant. This is a very elegant restaurant. Their website is a little bit confusing, the color of the website is white and the restaurant's dominant colors are brown and green.

Onyx

The Onyx restaurant is the other Michelin starred restaurant. It is also a really elegant French line restaurant. This restaurant is the member of the historically famous Gerbeaud House. The location is at Vörösmarty square, which is a very popular area among tourists. Their website is easy to follow. The colour is grey and black which is not the best in marketing concept.

ZONA

Zona restaurant is a bistro type restaurant at Chainé Bridge on the Buda side. This is why it is also a well known and well running restaurant. The cuisine based on easy to understand dishes in an elegant but loose environment. Their website is really well structured. The colours are simple.

Alabárdos

This restaurant is located in the Castle district, which is famous among tourists. It is easy to reach the unit and its theme, the medieval atmosphere is also an excellent idea. For the website, they have chosen the red colour, which is good in marketing, because it is eye catching. The cuisine fits the new waved kitchen fashion, with using Hungarian ingredients. The main concept of the restaurant is to cause unforgettable memories.

Borkonyha

This restaurant is the third Michelin starred restaurant. Its location is also very good. Close to the Deák square which is in the downtown of Budapest. Well known and busy

area of the city. The cuisine is mainly based on the Hungarian ingredients with unique style.

Laci! Konyha!

This restaurant is located in the 13th district of Budapest. The bistro type restaurant gets a so called bib gourmand prize because of the perfection of the kitchen. Seasonal offers and ingredients. They offer noon menus, which is the key power of the restaurant because there is an office area in the neighborhood.

Olimpia

Olimpia restaurant is located in the 7th district which is a little bit far from downtown, but the restaurant's chef has got the best chef prize in 2014. The cuisine follows the French line too.

Salon

Salon restaurant is located in the Boscolo luxury 5 stars Hotel. The cuisine has Nordic appearance with well designed plates. They also have some traditional Hungarian dishes, like the Dobos cake.

Arany Kaviár

Arany Kaviár is located close to the Castle District. The main line is the Russian cuisine. They also offer noon menu, and they have several degustation Menu based on the Russian line, and they have a French concept too.

Babel

Babel restaurant is close to Váci street. The cuisine is modern and healthy. The appearance is really elegant, a so called French type design.

Csalogány 26

The restaurant is located close to the Castle District. The cuisine's main concept is the tradition with new waves. The restaurant has small bistro design.

Lou Lou

Lou Lou restaurant is located between Andrásy street, and Király street which is well know among tourists too. Good, memorable location. Elegant atmosphere. Its cuisine is mainly the French line. The restaurant's appearance is elegant French designed too.

6.2 Results of the primary research two

The main viewpoints are mentioned previously, but I think regarding the professional ranking the use of a right kitchen technology is a basic pillar.

Main viewpoints of the Dining Guide:

1. The restaurant's basic environment and atmosphere
2. The quality of raw food/raw materials
3. Structure of the production process
4. Harmony of tastes, creativity
5. Service

(Source: www.diningguide.hu accessed July 22th 2015)

With this three types of investigation I came to the conclusion which examines the previously mentioned basic management and marketing tools as the product, price, place, promotion; we got a clear view of how they affect the business success. These thirty restaurants follow these basic viewpoints and that is the reason for their success.

7 PRIMARY RESEARCH THREE

7.1 The Hungarians restaurant visiting habits

I have chosen a quantitative research method as well for the dissertation because I think the questionnaires are always important in research segment in a dissertation. The questionnaires are about the Hungarians restaurant visiting habits to get a better view what the opinion of the audience is about the restaurant sector. I distributed the questionnaires among 100 people with on-line method and with personal forms. The average age among the questioned people is 33 years.

In the questionnaires, the 70% of the respondents were women, and 30% were men. On the other hand, 50 people live in the capital city, 22 people live in a bigger city, and 28 people live in smaller town.

54 people have average income; 28 people have better income than the average. Six people have much better income than the average. In addition, four people have worse income than the average.

I was interested what is the situation on the demand side, what the audience desire, how they know the supply side, and what are their habits.

7.1.1 Evaluation of the questions in the questionnaires

I faced some difficulties during the evaluation of questionnaires. This primary research was made online, 100 people helped my work, but at some point unfortunately the response boxes were empty. Therefore, in this way the reader can see fewer answers than 100.

1. *How frequently do you go to a restaurant?*

Twenty-eight people chose the fewer than once in a month. Twenty-six people chose once in a month. Fourteen people chose once in a week. Thirteen people chose every day, eleven people chose once in a two weeks' period, and zero chose I do not go.

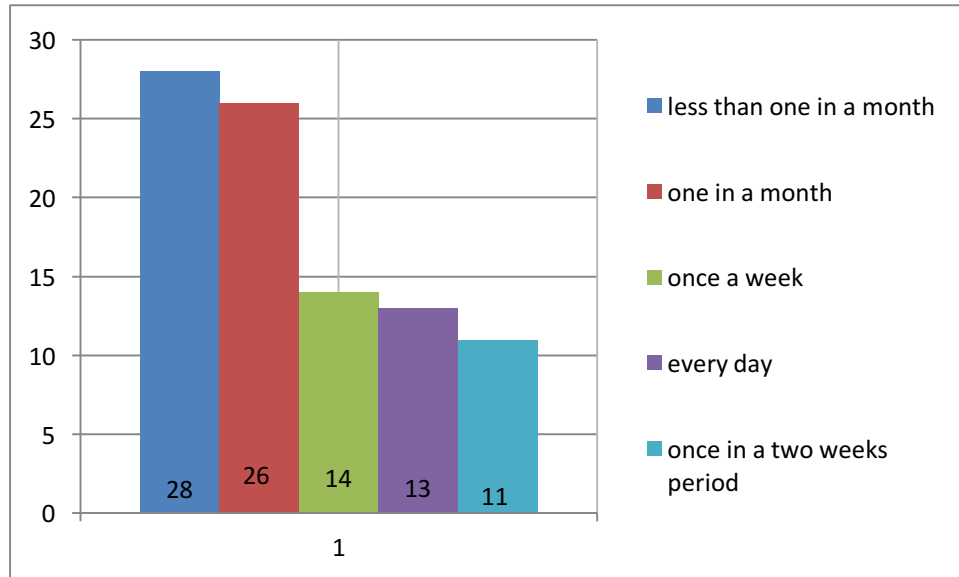


Chart 1: Evaluation chart to: How frequently do you go to a restaurant?

(Source: Author's own research)

Only 40 people out of 100 eat frequently in a restaurant, because these 40 people go monthly or weekly tendency. This is quite low regarding the aspect as the food is a human need, and to go to a restaurant can be a relaxing program. It would be good if the average would be minimum or up to 60%.

2. *What is the reason why you visit a restaurant?*

Thirty people chose that they are interested in the gastronomy. Eighteen choose that they do not cook at home. Fourteen people choose the time saving. Twelve choose the or she can afford it.

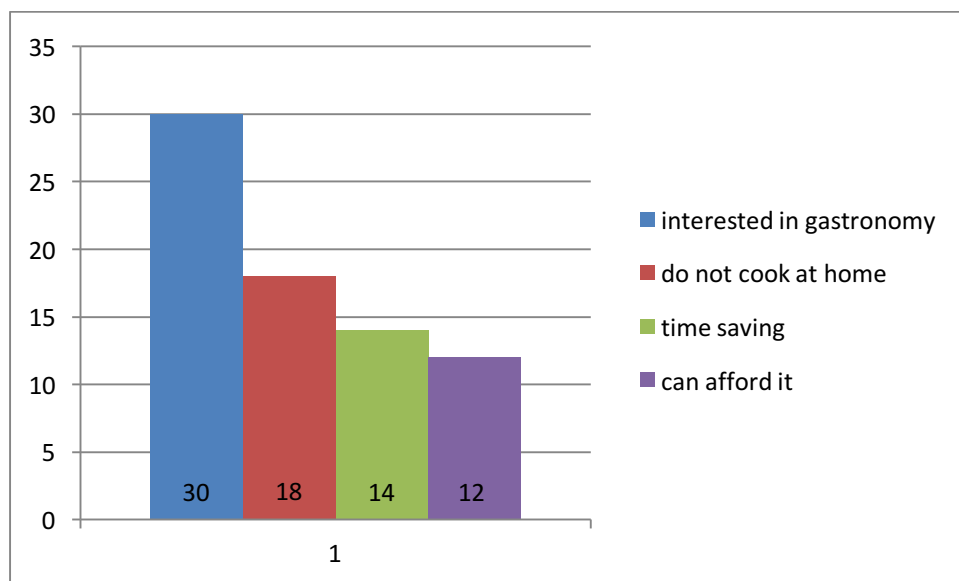


Chart 2: Evaluation chart to: What is the reason why you visit a restaurant?

(Source: Author's own research)

The 40% of people choose that they are interested in gastronomy. This is a quite good range, because today the tendency and trends in Hungary are wide, and there are such kinds of places where the consumer can get good quality food for their money.

3. *What type of restaurants do you visit?*

The most popular among people were the fast food restaurants. After that, cook-shop was the most popular. The gastro bar and the international cuisine were in the third place.

I think this is the tendency because the fast food chains have a good concept. First of all, what we must know that all the fast food chains are from the United States. Sometimes, we must investigate the psychological background of a given topic. This is also one. When a person is going out for a restaurant sometimes he or she will choose a so-called extraordinary one, because the average people's discretionary income is not high and if they going out, they will not care about the value- price array. There is another branch, which goes to fast food chains because they get food in a short time, and unfortunately the people do not have enough time for eating. This is a disadvantage of the industrialized world.

4. How frequently do you try new units?

Forty-three people chose that they try new place less than once in a month. Twenty-two chose once in a month they try new catering units. Eight people chose that every occasion, and eight people chose that in every 2 weeks. One person chose once a week.

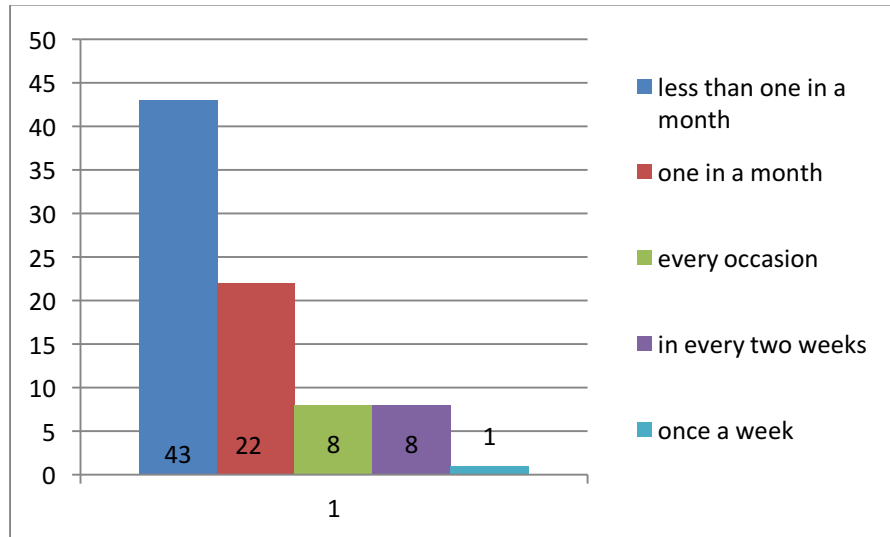


Chart 3: Evaluation chart to: How frequently do you try new units?

(Source: Author's own research)

Twenty-two people out of eighty-two chose that once in a month they try a new unit. This is 26%. This is hard to visualize, why other people do not try other units, they do not go out enough, or they are satisfied with the given service at the restaurant where they go.

5. What is important when choosing a restaurant?

Sixty-one people chose the quality of food, fifty-two chose the friend's recommendation, forty-six people chose the price, and thirty-eight chose what they read about the restaurant through internet. Fourteen have chosen the closeness of restaurant 8 chose the sales promotion (sales), six chose the opening hours. I would like to mention that there were more possibilities to choose from.

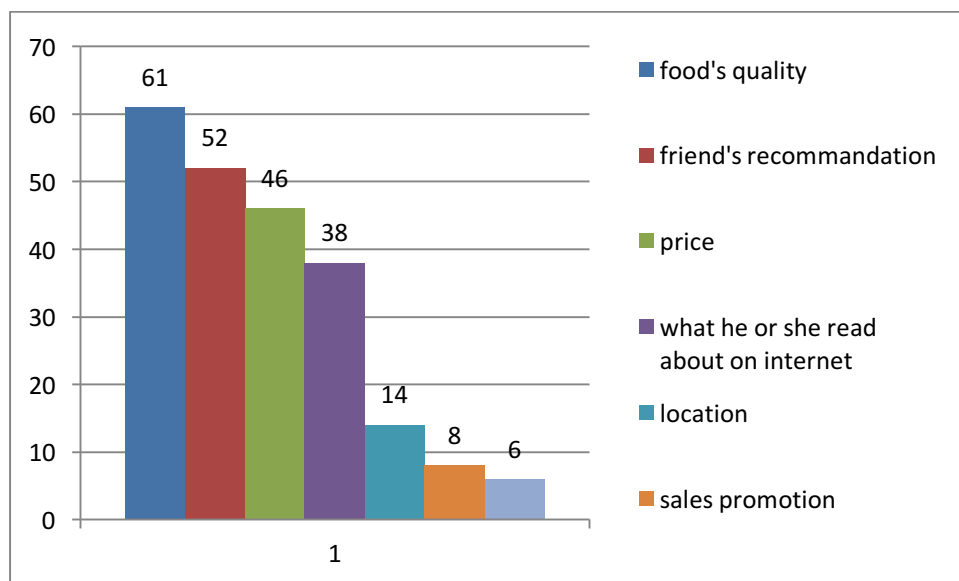


Chart 4: Evaluation chart to: What is important when choosing a restaurant?

(Source: Author's own research)

From this chart, it is clearly visible that the quality of food is the most important when choosing a restaurant to go out to. That is why it is important to teach the cooks, and servers, what the quality food is. This is the main problem nowadays in Hungary. In addition, in other cases, where not the quality of food is an issue, but rather the possibilities. The second one is the recommendation and the price is only on the third place. Therefore, in this way we can state that the previously explained factors as the communication styles, and the lexical background are how important in case of a well-working unit.

6. *How much the style/atmosphere is important in case of selection? (A given theme is to what extent important for you?)*

Forty-six chose that it isn't important at all, they don't choose based on this fact, thirty-eight chose that it is important, they like to attend these kind of places, six choose that it is important but unfortunately they cannot afford it.

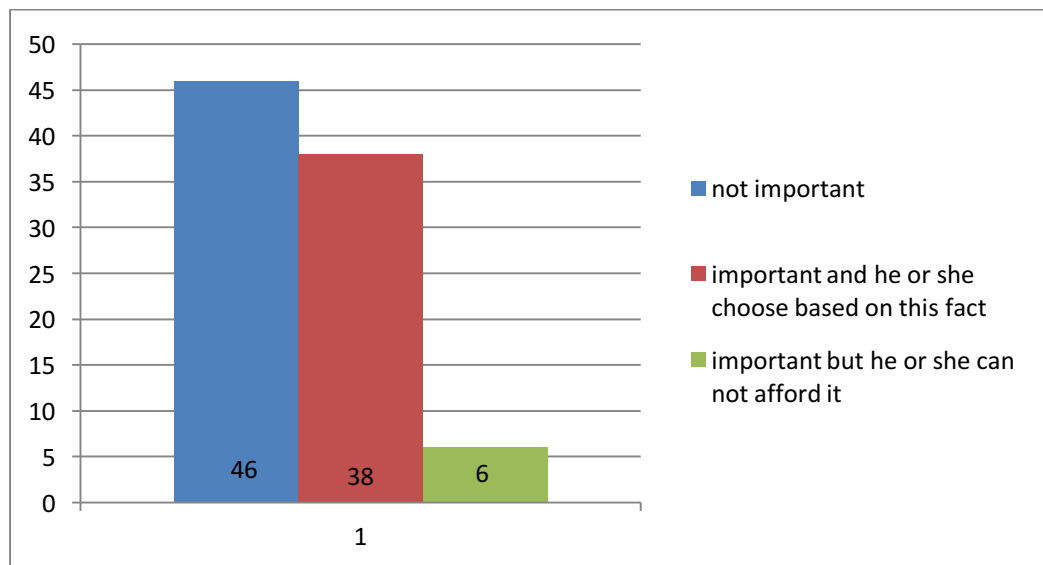


Chart 5: Evaluation chart to: How much the style/atmosphere is important in case of selection? A given theme is to what extent important for you?

(Source: Author's own research)

This is diverse, almost at the same level. The style can contain many components. I think the style is equally important to the food. I mean that restaurants where the style is good in atmosphere the food will be good as well and vice versa. I think the more important is that how the guest feel in a given restaurant.

7. *Where do you get information about the unknown restaurants?*

Seventy-six people chose the internet as a source for getting information. Sixty-eight chose the friend's recommendation, four chose the newspaper, three chose the TV and two chose the radio. I would like to mention, that there were more possibilities to choose from.

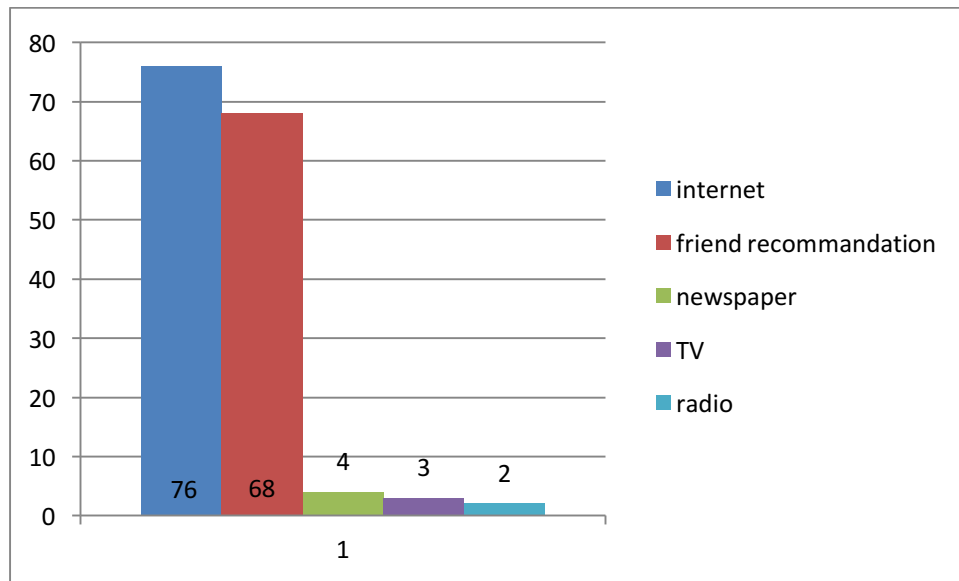


Chart 6: Evaluation chart to: Where do you get information about the unknown restaurants?

(Source: Author's own research)

The internet is absolutely the leader in this situation. I would like to refer to the above-explained applications. How the social media, technical marketing, and management is important in case of this sector? The second one is the friend's recommendation, which is important too in case of the good atmosphere and style, how the guests felt in a given unit. The people will not recommend a place where they felt themselves bad.

8. *Are you open to taste that kind of meal what has unknown name or you do not know before?*

Sixty-seven people chose the "yes", thirteen chose the "no" answer. Several people did not mark this question. The reasons for the yes, that the people who marked it they like to try new foods, and they are interested in the given food, what it would like to be.

On the other hand, who marked the No, they are too afraid of the food, they do not know what it could be and they do not like to give money for a food what they don't know whether they will like it or not.

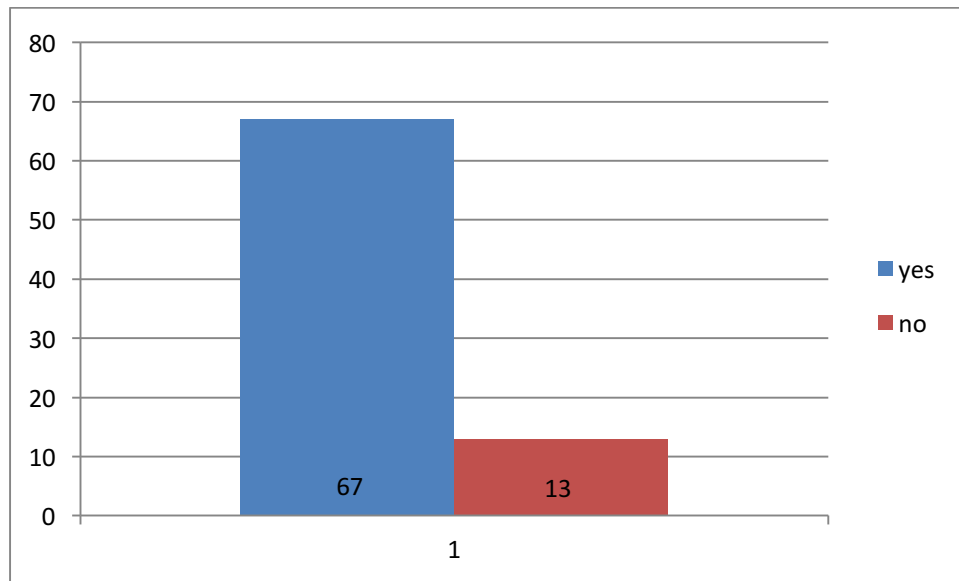


Chart 7: Evaluation chart to: Are you open to taste that kind of meal what has unknown name or you do not know before?

(Source: Author's own research)

This again proves that the people are open for the new waved things. However, I would like to remark, that the management must know where that line which would be too much for the guest is. By the way, they must know the target market for these new unknown products, and the main thing is how they communicate it.

9. In your opinion what is the quality food?

Out of 100 people only seventy-one answered this question. Based on these data the quality, fresh ingredients were important for fifty-three people. The other famous factors were the good professional background, and the food's taste. Only in a few answers. Good service and good ambiance was also chosen but only rarely.

Unfortunately, there are units where the quality is not important enough. I think, the main basic thing is the lexical background and the technical background. I think if an ingredient is fresh but it is prepared on an unprofessional way, this is not enough for making good kitchen and good tastes.

10. Do you know the modern kitchen technology? If yes, how these products affect the food's quality and how they are important regarding the nutrition content saving? (thermo mixer, sous vide bath, steaming machine, shocking machine)

Forty-one people know the modern kitchen technology but they do not use them just heard about them. Twenty-five people do not know the modern kitchen technology. Twenty people use them and they think that these products move the quality and the nutrition content of the foods to a positive way. Four people know them but they do not see the importance of these products.

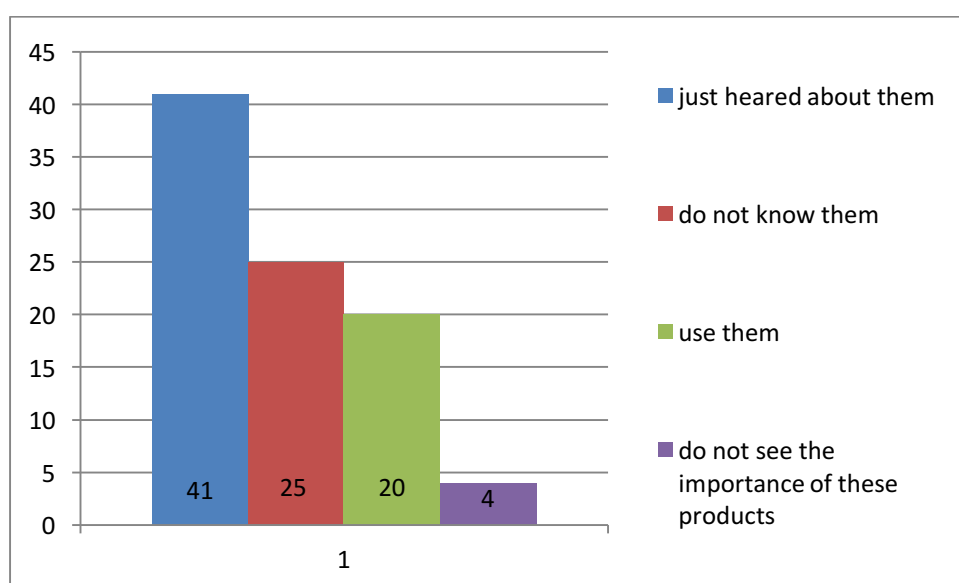


Chart 8: Evaluation chart to: Do you know the modern kitchen technology? If yes, how these products affect the food's quality and how they are important regarding the nutrition content saving? (thermo mixer, sous vide bath, steaming machine, shocking machine)

(Source: Author's own research)

11. What do you think what is the price category by meals you get quality food?

Forty-four people think that from 3000 to 5000 Hungarian forints is the rate which the cooks can produce quality food. Then, thirty-six people think that from 1500 to 3000 Hungarian forints is the scale of the quality food procurement. Seven think it is on the scale from 5000 to 7000, and four people chose the up to 7000 Hungarian forint possibility.

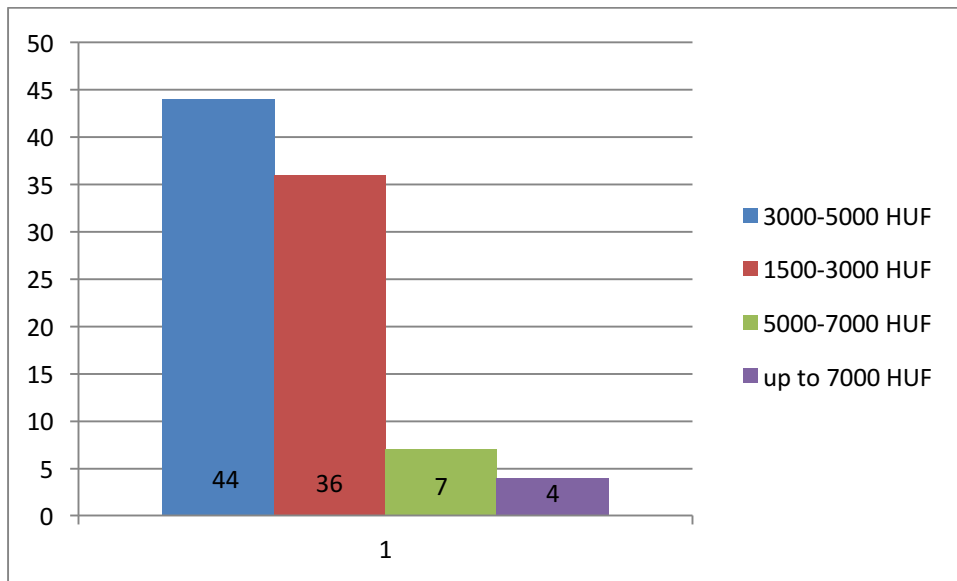


Chart 9: Evaluation chart to: What do you think what is the price category by meals you get quality food?

(Source: Author's own research)

12. Generally, how much money do you spend for a meal in restaurants per visits?

Forty-four people spend from 3000 to 5000 forints. Twenty-six people spend from 1000 to 3000 forints. Twenty-one people spend from 5000 to 10000 forints and three people spend more than 10000 forints.

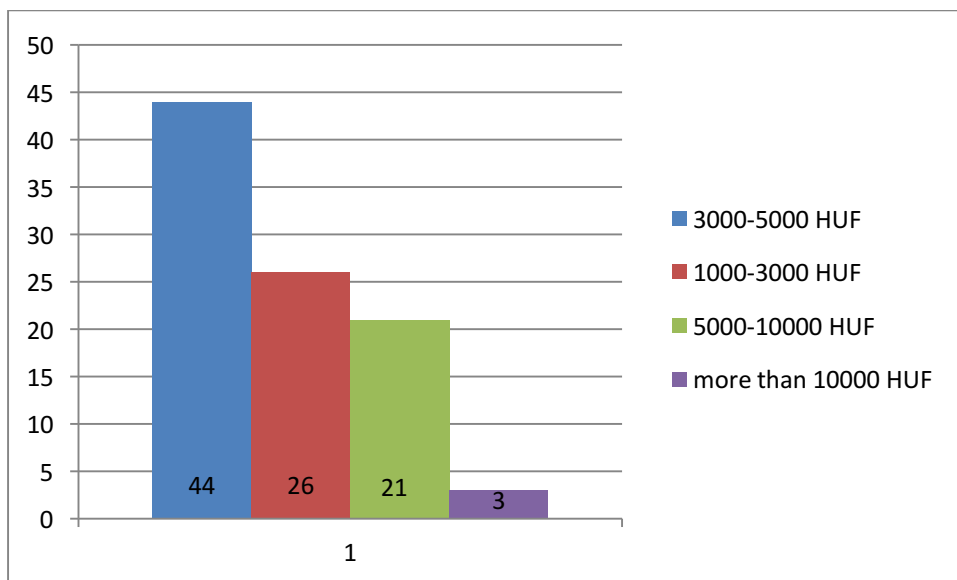


Chart 10: Evaluation chart to: Generally, how much money do you spend for a meal in restaurants per visits?

(Source: Author's own research)

13. Is it worthwhile to visit restaurants? The meals and its price level are on good scale.

Sixty-nine people choose the acceptable level. Twelve people think that it is worth totally, and nine people think it is not worth at all.

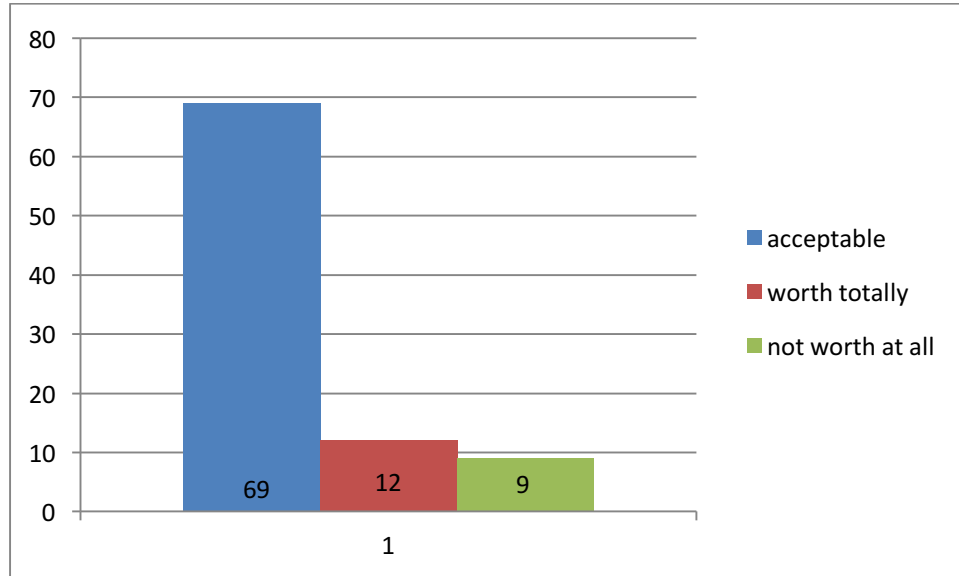


Chart 11: Evaluation chart to: Is it worthwhile to visit restaurants? The meals and its price level are on good scale.

(Source: Author's own research)

14. How much does your health count when selecting a restaurant?

Seventy people choose that they consider it important but they do not choose based on this fact. Sixteen people think their health is important and they choose restaurant based on this fact. Three people do not think it would be so important that they would choose restaurant based on this fact.

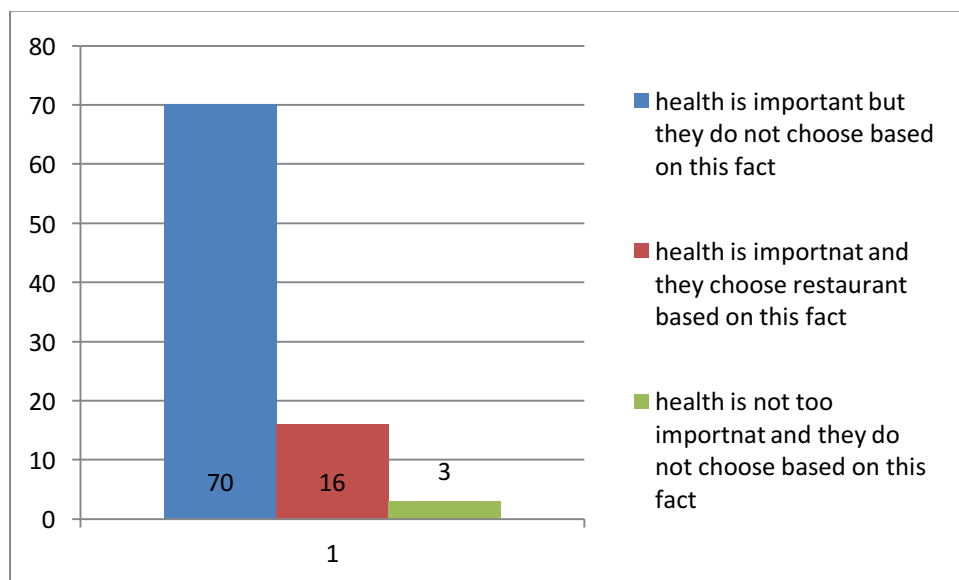


Chart 12: Evaluation chart to: How much does your health count when selecting a restaurant?

(Source: Author's own research)

15. Please mark three restaurants which have a healthy profile.

Hummus Bar, Fruccola, Köles, Legelő, Élet étterme got more than one mark. These are all located in Budapest. I think this is because of the audience. People generally are afraid of the healthy food. I think this is why in smaller towns this kind of business do not have enough market.

16. Do you have any favourite place? If yes, why do you like to go there?

Out of 100 people, thirty-three did not answer this question. The places that were really popular: *Trojan restaurant*, *Tunning Bar* (because of the best hamburger), *TG Italiano* (because of the Italian cuisine) *Náncsi Néni* (good cuisine, simple) *Bors Gastro Bar* (varicosity, nice serving, good price, wide range of food, simple, good quality) *Pad Thai*, *Szeráj* Turkish restaurant (good price, tasty food), *Vintage Garden* (good ambiance, fresh, quality food, creative environment) On the other hand, there were

fast food chains as the *Vapiano*, *Hooters*, *Mcdonalds*. There were some healthy kitchens like the *Köles* or the *Fruccola*. Among the restaurants which are not located in Budapest the good price, good ambiance, good tasty food were the factors which were mentioned in case of marking the favourite restaurant.

17. What is your opinion about the employee's professional education who work in restaurants?

Forty-six people chose that they would change the waiters' education. Thirty-seven would change the cooks' education, twenty-seven people think that the staff is quite well-educated, twenty people think that they would change the bar staff education, and six people think that the staff are not educated at all. I would like to mention that there were more possible answers.

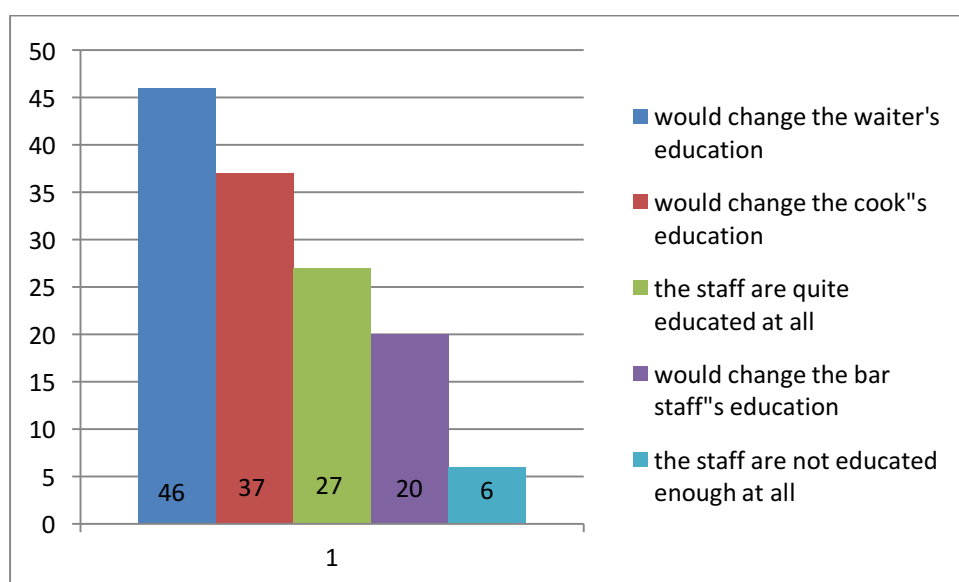


Chart 13: Evaluation chart to: What is your opinion about the employee's professional education who work in restaurants?

(Source: Author's own research)

In this chart it is also visible, where the main problem is in Hungary nowadays. The servers do not provide proper service. Many people working in this field are not professional, and they work in this sector only because it is a well paid job compared to the average salary in Hungary. The payments are not so good as well, and the skilled good workforce is going abroad to be appreciated, and to earn more money.

18. How important is the good availability and good location in case of a restaurant?

Forty-seven people answered that the food is more important, twenty-six people think that it is important to reach the restaurant easily. Ten people think that it is no matter where the restaurant is located, the food and the popularity is more important. Ten people think that if the restaurant were out of the comfort zone they would not go there.

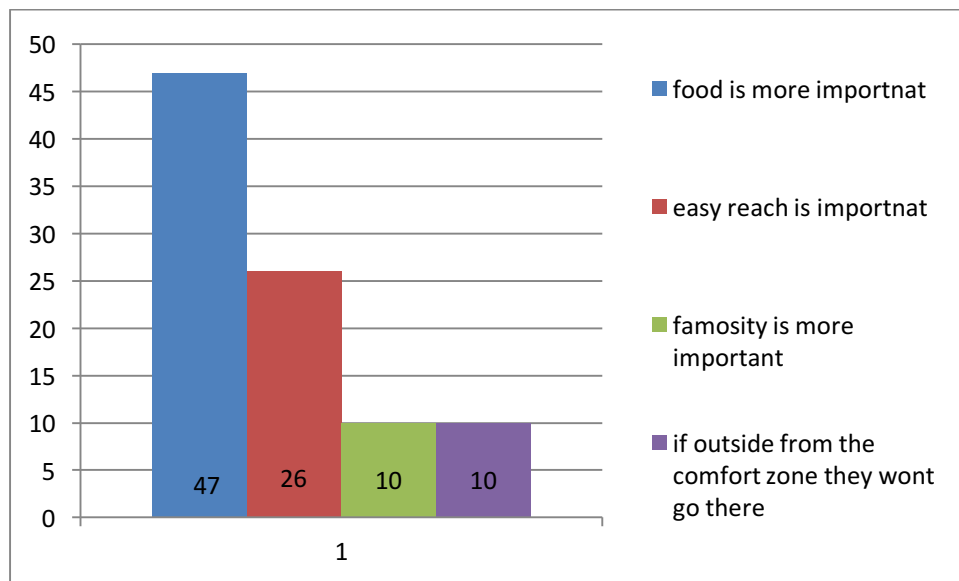


Chart 14: Evaluation chart to: How important is the good availability and good location in case of a restaurant?

(Source: Author's own research)

19. Do you cook at home?

Thirty-seven people said yes minimum twice in a week. Twenty-three people cook every day at home. Seventeen people do not cook at home, and thirteen people cook once in a week at home.

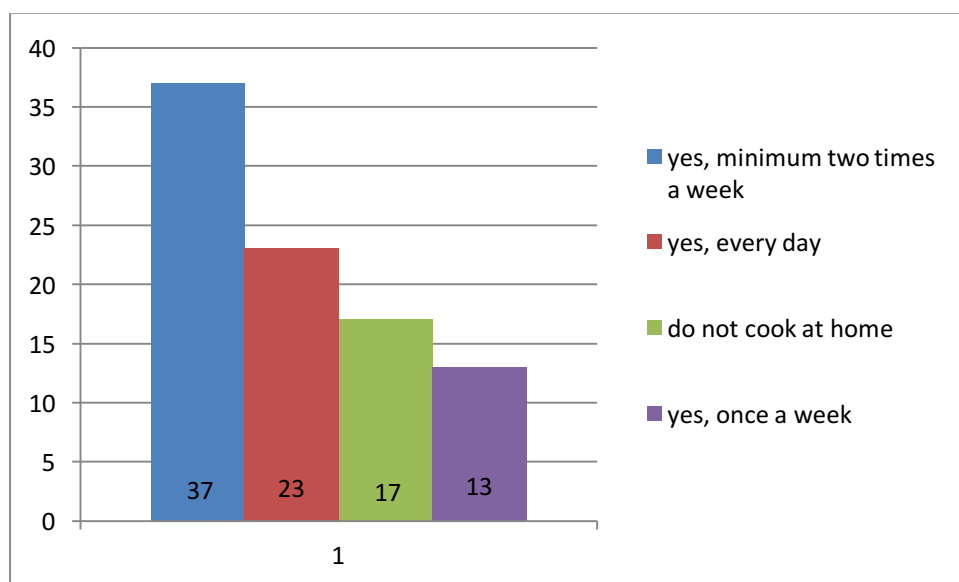


Chart 15: Evaluation chart to: Do you cook at home?

(Source: Author's own research)

20. What are the factors what you would change, in case of the Hungarian hospitality?

Among the responses, quality was the most frequently mentioned one. The nice style of serving was in the answers too. On the other hand, the owners' attitudes were mentioned in this part. The better price level also. The waiter's education, healthier places, and bigger attention to the vegetarianism. Bigger motivation of the staff.

I think from the last questions the basic key points of the weaknesses are clearly visible. Unfortunately, nowadays in Hungary, there are many units where the owners work in catering not because it is their profession but for money, because running a restaurant is a good business, because the food always will be a product, which is profitable, because the people will eat. This is true but nowadays, the bureaucratic system has changed a lot and now there is huge competition. The management at some

places is not good because they are so money orientated, which means they do not care about the small, essential components, which are the engine of a catering unit, they only care about the money, no matter where they are.

7.2 Results from the questionnaires

I would like to summarize the conclusions of the questionnaires from the viewpoint of the management.

1. *“Restaurant fashion”*

takes place in Budapest mainly, because 50% of the responders are from the capital city.

2. *Gastronomy interest*

My second statement is, the Hungarian people visit restaurants quite frequently, but it could be better. The interest towards the gastronomy is acceptable.

3. *Fast food restaurants*

The most beloved places among responders are the fast food restaurants. I think this is because of their location, and their quickness. The people do not try new units frequently, it could have a psychological background, as they are loyal to the given unit, or there are many units on the market, which offer almost the same meals. The units do not have any unique aspects. I think this is the reason why the restaurants must be up to date; they should follow the new trends and they must renew their marketing from time to time, in order to attract bigger audience. If we examine the restaurants marked known by the responders, we could see that all those restaurants have a unique aspect and they communicate their offers by the tools of the social media.

4. *Factors that influence the restaurant visitors’ decision*

The other important remark is; the money is not the biggest issue when choosing which restaurant to visit. The friends’ recommendation, good ambiance and the quality food are more important. I think the restaurant must follow these basic fact, and operate in order to fulfil these expectations of their guest, because these type of offline marketing elements could be more successful than the one sided online marketing. Besides, the social PR communication is also a good way to promote the unit.

Such kind of videos, which represent the life of the given restaurant, or some coulisse secrets effect the people to visit the unit. Furthermore, sharing a photo in good concept on the unit’s Facebook page which represents an ambiance or a feeling can attract

more future consumers. I think a restaurant must renew their operation with seasonal offer, little events, activity cooking, and other activities.

5. *Quality food*

People do not know exactly what quality food means. They do know that the fresh ingredients are very important, but they do not know exactly the new kitchen technology's equipments. I think to organise cooking events would be a good way to change these facts, and communicate their importance.

6. *Spent money*

The people spent money between 1000-5000 HUF in case of one restaurant visit. I think based on this fact, the employees of a restaurant must use this information and they must create the offer from this point of view. I think the best "package" would be a lunch menu at every place, as many restaurants and many catering units already offer, because in this way the audience can experience the given restaurant, tastes, ambiance and they can become future guests too.

My overall opinion based on the questionnaires is:

- Create a unique and good environment
- Communicate the offer with the clever marketing ways, create the management on a clever way too
- Always must be up to date
- The restaurants must change the audience's habits with the tools of the Social PR elements
- Create a so called gastro revolution on countryside too, on an affordable way

8 SUMMARY

At this stage of my diploma work I would like to present the most important conclusions of my research, and I give answers to the main questions. First of all, I would like to state that operating a restaurant is influenced by several factors. 7p is a basic analysis of the good, quality operation through product, price, place, promotion, people, process and physical environment. The catering units, that are currently competing on the market must take these factors into account, and also consider the bargaining power of customers, bargaining power of suppliers, the threat of new entrants, the intensity of rivalry, and the threat of substitute products or services.

On the other hand, the study gives a perfectly clear view to the situation of the restaurant sector in Hungary. Centralized tourism and catering are the main problems. Seasonality is another factor that needs to be considered, because of the geographical characteristics of the country. The political situation in Hungary contributes to bureaucracy at a higher level; it may result in difficulties, so the restaurant sector needs to be aware and fight. There are difficulties in the education as well, since it got stuck at a certain level, within an old-fashioned framework. I think that an international innovation culture should be introduced, and I mean restructuring teaching methods, and put more emphasis on practical skills. We need to deal with the problem that new technologies are not used effectively enough. This phenomenon originates from the aforementioned financial difficulties and lack of practical education. The problems about the employees' wages also originate from the bureaucratic situation, and furthermore from the challenges of the management culture. These problems all contribute to the tendency that the talented, young generation leaves the country, since the international cultural awareness and concept provide a valuable environment for them. Hungary should change its concept regarding the raw materials and concept. As I have previously mentioned in the introduction of my diploma work, the country has beneficial agricultural characteristics, and that should be capitalized by suppliers, that provide materials for restaurants. Or, on the other hand, the restaurants might capitalize these characteristics in order to use quality Hungarian raw materials. This might contribute to an economic boom, might create new jobs, and quality complexity could also be represented. The recent trends were also presented in this paper, in

kitchen technology through modern kitchen equipments, which can preserve the nutrient content of meals at a high level. The trends in concepts of restaurants also reflect the concept of managers in the restaurant sector. It is represented by bistro and street food restaurant nowadays. I think that these types of restaurants are the easiest to sell, because they have a well-constructed brand management, they offer quality, value for money products, and even the environment they operate in was consciously chosen, and they follow the media rules in terms of promotion.

That is the reason why I decided to carry out one of my researches, that examines the top 10 restaurants on social media sites. It is quite surprising that there is no professionally acknowledged restaurant in the top 5 of any of these lists. A reason for that may be that the restaurants on the list use the 7P structure very effectively. The other research deals with restaurant visiting habits, which was carried out with a quantitative method. After evaluating questionnaires, it is quite clear that people do not visit restaurant very often, and they think that quality food is expensive. However, in my opinion, quality food can be sold at reasonable price as well. Unfortunately, managers only use a few segments of marketing- management pillars, and that is why they are unable to operate their unit as effectively as it would be possible. The complex matrix of the high price phenomenon and bad concepts about the physical environment contribute to a relatively negative approach by the potential consumer culture. I think, my diploma work gives answers to all difficulties in the catering sector of Hungary.

My opinion is that centralization could be improved by a tourism-based brand management, and rural tourism should also be encouraged by marketing activities of regional touristic organisations, in order to be capable of attracting more tourists to the countryside. These changes may contribute to the development of the restaurant sector, if the importance of this sector could be reconsidered. Financial background plays a key role, but success has other factors as well. The sector should capitalize the opportunities of seasonality, benefit from the off-season in the given region, in terms of tourism and catering respectively.

In my view, touristic and gastronomical events, festivals, entertaining programmes may provide solution for the problems of the off-season. Some of them already exist, but there is still a huge gap to be filled. I think that a complex reform in catering or restaurant culture might be one option to capitalize the real values of Hungary.

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