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**THE ROLE OF MARKETING COMMUNICATIONS IN PRACTICAL
ACTIVITY OF ENTERPRISES OF TOURISM INFRASTRUCTURE
(EXAMPLE OFCATERING)**

Abstract. Marketing communications features on an example of the scope of catering in the article are disclosed. This experience is very important in the development of the scope of catering in the face of increasing competition. Studies have shown that many catering enterprises in the Russian Federation, particularly in Moscow as one of the most developing region are not ready for it. The tourist infrastructure will be developed through the use of such experience, which will attract foreign tourists.

Keywords: marketing communication policy, tourism infrastructure, catering.

Actuality of the theme. In 2014 the Russian Federation costs of development of international tourism 53.5 billion dollars USA. This indicates the intention of the country to invest in tourism infrastructure and attract tourists.

Tourism infrastructure is a component of regional touristic product. Infrastructure is comprised of basic devices, buildings and service institutions, whose existence is crucial to the proper operating of economy and society (Panasiuk, 2007). Catering is an important part these components.

Nutrition is a natural need for any person. In tourism catering is regarded as an important element of entertainment and learning a local culture, in particular gastronomy. National cuisine is an important part of people's culture, has clear features, is an element of knowledge and a means of pleasure.

Investigation and research of catering is one of the most urgent tasks of economic science, which are associated with certain socio-economic conditions, have historically transient nature and, accordingly, should be systematically upgraded. The shift in the system of market relations necessitates an update of economic indicators and stimulates them to achieve good results in management. The fulfillment of this task becomes a real subject in a circumstance when these figures reflect socially necessary expenditure on the operation of food sector, the actual need for goods and

catering services, as well as the necessary human and financial resources on the development of the sphere of catering of the population.

The research of competitiveness of Russian catering companies is of particular relevance in the present conditions of Russia's membership in the World Trade Organization (WTO). The cancellation of customs duties will make imported products more affordable for Russian consumers, which in its turn will serve as an additional stimulus for domestic manufacturers to improve their products.

As a result, the domestic market will have the necessary conditions for the maintenance of healthy competition between Russian and foreign companies. However, if the domestic catering companies do not manage to adapt to the dynamic environment of the modern economy, therefore, they will not be able to significantly increase competitiveness, the penetration of which into the domestic market is evident (Neganova, 2014).

A good example of a successful catering establishment is cafe "Khachapuri". Such a favorable market position has been achieved due to a powerful marketing campaign. The managers of the cafe take into consideration customers' opinions, regularly develop promotions and advertisements, besides that the cafe practices special programs for children and families, as well as pays attention to keeping its distinctive character, which is represented by the drummer Tolik. The cafe has successfully survived the crisis and did not slow the pace of profit growth down, quite the contrary: taking a proper advantage of the situation it attracted new customers. Investigation of the cafe's performance will help to systematize the rewarding experience for Russian catering companies in the circumstances of crisis and intense competition, as well as companies in other countries with similar conditions. This substantiates the relevance of topic and its practical significance.

The aim of the article. The aim of the paper is an analysis of Marketing communications of the performance of cafe "Khachapuri" the purpose of subsequent use by other companies.

We will examine the hypothesis which claims that focusing the cafe's performance upon the client does bring large profits. The aim of the paper will be disclosed by means of solving the following tasks: to investigate theoretical foundations of the organization of catering services; to describe the development of catering market in Russia, to make a critical analysis of Marketing communications the cafe "Khachapuri"; to conduct competition analysis of the cafe "Khachapuri" on the Moscow market; to draw general conclusions concerning the improvement of others cafe's development, through the use of successful methods of communication policy.

Overview of sources. In this paper the personal experience and the information received within an interview with the director of the cafe. Moreover, the theoretical basis includes works of Ukrainian, Russian, Belarussian, American and Hungarian scientists: A. Panasiuk, V. Neganova, A. Chirkov, L. Rozhdestvenskaya, E. Rubin, I. Zubareva.

The role of catering for tourism infrastructure. Restaurant business is a sphere, which is based on enterprises, characterized by unity of forms of organization of production and customer service and distinguished by different types and specializations.

The development of catering:

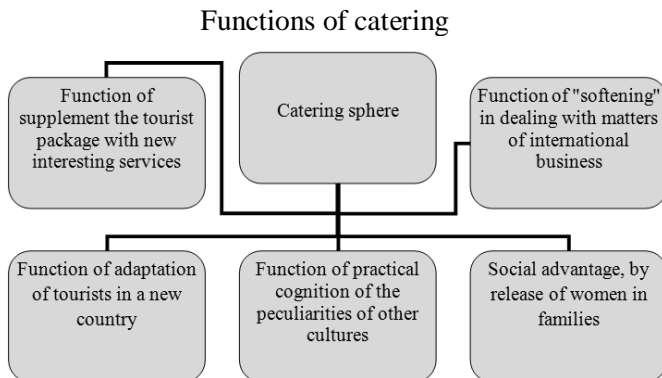
- offers substantial savings of social labor through better use of technology, raw materials;
- provides workers and employees with hot food during the working day, which increases their efficiency, keeps health in good condition;
- allows the fulfilment of a balanced diet in children's and educational institutions.

We think considers that this list may be supplemented by the following theses:

- provides a better understanding of another culture through acquaintance with the national cuisine;
- helps foreign tourists feel like home.

We think that restaurant business plays an important role in the development of tourism. Catering services are complementary if it is a day trip or vacation for newlyweds who book dinner at the hotel; Many tourists are attracted to an offer of all-inclusive. Thus, summing up the abovementioned, the author distinguishes basic functions of catering.

Fig.1



(compiled by the authors on basis of theoretical sources)

State and problems of development of catering in the Russian Federation. The Russian Federation is one of the largest countries in the world with a population of 143.2 million of people (according to data of year 2012). (Rozhdestvenskaya, 2013).

Modern restaurant business in Russia is represented by a wide variety of types of establishments. As follows from the classification titles, most of them came to us from the experience of our foreign colleagues.

The classic fast-food is represented by establishments, including nonstationary ones, which offer non-expensive food, which is fast to cook, to serve and to eat. Examples: "Little Potato", "Yum Yum".

Restaurants of quick service (or QSR - "expedited service") are democratic and affordable restaurants with a limited range of dishes, which work with high-quality semi-finished products and are equipped with distribution hand lines. Examples: McDonald's, "Mu-Mu", "Sbarro", "Taras Bulba", "Shesh-Besh".

Free flow restaurants are restaurants of "free movement". Here a part of the working process is displayed for the visitors who choose their own different kinds of dishes, moving from one area of distribution and preparation of food to another. Example: "Rake".

"Replicated" restaurants are establishments of the middle class with high quality traditional cooking, which use semi-finished products and fresh homemade pastries. They are characterized by a good level of service (especially waiters) and additional services such as parking, telephone, newspapers, take-away food, and others. Examples: "Planet Sushi", "IL PATIO", "Yakitoria", TGI Friday's.

Coffee houses position themselves as a new element of culture — a universal democratic establishment with a pleasant atmosphere, somewhat romantic, meeting at various times of the day different needs of the visitors. Examples: "Chocolate House", "Coffee Tun", "Coffee House".

Author restaurants de haute cuisine represent a kind of "restaurant boutiques". High level of food quality, service and pricing is focused on regular customers. Examples: "Cafe Pushkin", "Cheese", "Beehive", "Oblomov", "Le Duc", "Steff", "Teremok".

Important normative acts of the Russian Federation in the development of food sector are the following:

1. In January 2000 came into force the Federal Law No 29-FZ "On quality and food safety", providing a system of state regulation in the field of food safety and nutrition, including state registration of new products, certification of catering services, normalization of indicators of food and other

requirements. The main provisions of the Act should be considered the responsibility of the manufacturers of food products for its quality and safety.

2. Presidential Decree of January 30, 2010 No 120 approved the Food Security Doctrine of the Russian Federation. One of the major focuses of the doctrine for food safety is a need to control the compliance with the requirements of legislation of the Russian Federation for foodstuffs and food production at all stages of production, storage, transportation, processing and marketing.

Currently, food service industry is one of the fastest growing areas of the food industry. Compliance with the requirements of hygiene and sanitary rules at work is a basic requirement for high quality and safe food production (Rubina, 2011)

According to the data of the company Euromonitor International, the market for food services in Russia reached 673.2 billion rubles in year 2013, in 2014 – 709.3 billion rubles. Last year, the the market has shown the 5.4 percent growth.

We regard that the author Rozhdestvenskaya very precisely and correctly highlights major catering problems in the Russian Federation. Those are the following:

- 1) Lack of traceability of products;
- 2) Non-compliance of the tables of chemical composition with the real structure of modern materials.

Among the companies which provide food services the most distinctive problems are the following:

- 3) a short life cycle;
- 4) lack of flexibility and rapid response to changes in the market;
- 5) underestimation of the role of teamwork in the development of restaurant business;
- 6) retrenchment of personnel development.

Trends in the development of catering in Moscow. Restaurant business was among the first economic sectors of the Russian Federation which switched to market relations. After privatization of companies the organizational and legal form of the restaurant industry has been changed, a large number of private enterprises emerged.

At present in Moscow about 30 restaurants and cafes are opened annually, and the same number is of those which close being unable to compete (Kucheruk, 2015).

From this trend we may conclude that for many catering companies of Moscow, there exist a problem of constructing effective strategies.

Today, in the development of restaurant business in Moscow we can single out such trends such as commitment to a healthy diet, diversification, development of conception of fast service, convenience for family visits, the development and improvement of "replicated" restaurants. The advantages of working in a network format is obvious. This decreases a number of restaurants per one, brings a large awareness among the visitors and the number of repeated visits, increases profitability, sustainability and competitiveness in the market.

About 30% of the restaurant market in Moscow (1 thousand points) occupy the networks. Those are network projects which have the greatest potential for market penetration. Such companies are less dependent on changes in tax and rent rates, are financially more stable and have the resources to create their own units responsible for the delivery of products. Most network companies are now busy designing their own kitchens.

Italian, Russian and Caucasian cuisines are still the most popular among Muscovites. These cuisines are beloved and familiar, consumers are well acquainted with them. Supporters of Russian and Soviet cuisines are elderly people: they have a fear for new cuisines (Japanese, Chinese) and give preference to such establishments as the tavern "Taras Bulba". According to the interviews performed by Ipsos experts, establishments with Russian cuisine will continue to be demanded by Muscovites, and restaurateurs, who decide to open an establishment of this kind are unlikely to suffer a setback.

In terms of the current crisis a key blow has been taken by the small and medium business. Actively reduced or absorbed are the companies which do not have more resources and are unable to respond flexibly to changes in the surrounding environment. Primarily this is not due to a drop in demand but to the rise in rents, lowering of margins as prices for raw materials grow higher and also due to a decrease in availability of credit resources. The next blow, in my opinion, will be taken by those representatives of the market, which will not be able to withstand the competition of service (regardless of the price range)".

Today, many consumers are unwilling to spend money on restaurants and entertainment. In this situation, the most stable segment of the catering area is the most democratic one, representing different concepts (fast food, street food, gastropub, conceptual inexpensive restaurants with delicious food).

Sergei Dyrin, the co-owner of the group of companies Firstrestaurants, the founder of the restaurant "Collection of food & chillout" claims that "eating out will have only a character of a weekend meal with children at the food court and of business lunch in the afternoon on weekdays. People will choose the best options in terms of price and quality" (Zubareva, 2015).

Despite the price increases in many categories of the consumer market, the average bill in restaurants and cafes has not increased. It remains at the same level as in 2014, although in comparison with 2013 year it decreased. Restaurants try to restrain prices. Over time, prices still rise, but even then, the average bill is likely to remain at the same level or decrease very slightly. Restaurant visitors are simply less eating and drinking, and they choose the cheaper items on the menu.

According to experts, in recent years the level of food culture has grown in Russia. The number of people in the capital, who are ready to give up home cooking in favor of dinner at the restaurant, has increased. Festivals and markets of street food, workshops and culinary schools have become very popular. All this could not but affect the restaurateurs.

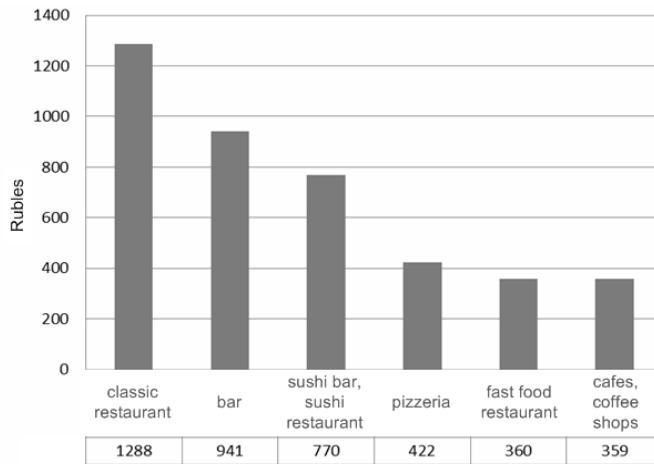
In general, there could be noted a following trend in Russia: for restaurant visitors the most important is the ratio of "price and quality". Counting for continuity, restaurateurs keep for their guests quite favorable prices on the menu, even at restaurants in the center of Moscow (Zubareva, 2015).

Major trends in the HoReCa segment are now the following: small restaurants with interesting ideas, being simple and clear; "homelike" cosy restaurants, "interactive" with chefs, open kitchens; inns with national cuisine; gastrobar and wine boutiques, as a new format of "chamber" restaurants. The hardest hit will experience restaurants from "above average" and in this case without any special benefit. Their clients will switch to cheaper places, but where it is also trendy, stylish and interesting.

Before the crisis, many restaurateurs earned at corporate events. Now, according to the experts HoReCa, the number of corporate events has decreased by 20%, and those companies which still decide to hold their events in public places, significantly reduced their budgets, about 3-6 times".

Fig.2.

The average cost of a visit to catering establishments in 2014 (RUB)



Overall, for the year 2016 the experts give the following prognosis. Cafes and restaurants with an average check of 800-1500 RUB will continue functioning, but everything will be easier to those who have delicious food, convenient location, a strong team, led by a professional manager who knows how to deal with the optimization of staff schedule, cost price of products, is loyal to conditions of banquet direction.

Many major restaurateurs "switch" to foreign countries. Even now many leading Russian restaurateurs are actively considering other markets as important and appealing and are ready to invest into foreign establishments considerable sums to diversify risks and to save the business (networks "Tanuki", "Benvenuto," restaurants "Let's go", "A fish", and approximately 80 other establishments in the Russian Federation). The entrepreneur intends in year 2016 to invest about \$ 15 million into the development of his restaurant concepts abroad. According to him, in the conditions of the unstable economy and falling dollar it is more efficient to finance foreign projects than domestic. For Russian restaurant business the most appealing now are Hong Kong, UAE, Azerbaijan, Kazakhstan (Zubareva, 2015).

Presentation of marketing communications (example: the cafe "Khachapuri"). Starting characteristic of marketing communication with the placement cafes, as this can be traced due to the category of potential guests. Cafe is located in a profitable area near the subway, large shopping malls, offices, close to the railway station. Moreover, one the most popular hotels of

Moscow - 5 star hotel "Ukraine", and the building of the Government of the Russian Federation are situated nearby.

It guarantees a continuous stream of business people and tourists, among of which there are many foreigners (Americans, Germans, Italians often have lunch in the cafe). The area is densely populated, and in combination with an active communication policy that attracts families with children and people with average incomes it is particularly favourable.

Further we will describe in detail the concept of the cafe and its enterprise policy in terms of outer environment.

Such a cosy homeplace was created and organized by Katerina Drozdova, Tatiana Melnikova and Gideon Weinbaum.

In some online sources there can be found such statements: "is it possible or allowed to serve Georgian food in the European interior", "where is the atmosphere of a Georgian restaurant", but the home team are confident that this is only informational pressure of the competitors, and regular guests of the cafe are well aware that the cafe: "in the city is not Kakhethian, or Tuscan, or Catalan, or any other village pub, with this local home-made food, which is prepared by maximum two cooks on a daily basis from what has been bought at the market, or grown in the garden, or caught in the nearest river or lake" (Restaurateur, 2010).

The purposeful pricing policy of a restaurant is as follows: it is necessary to establish such prices for its services and to change them depending on the situation at the market in such a way, that it would help to acquire a certain share of market, to obtain the desired amount of profit.

The cafe uses a method of sales promotion — the use of a variety of stimulants that contribute to make a purchase. The cafe employs the following tools:

- a guarantee of refund in a situation of poor product quality, or improper services; the use of "psychological prices";
- encouraging its own staff — the premium.

Also, the restaurant uses reminding advertisements in the media, it has no need in large advertising campaigns, since it is widely known among the public, regularly visiting it.

With regard to pricing systems for services, manufactured products and methods of their formation, the restaurant has proper pricing of dishes on the menu — the key to success and business profitability. While setting prices in cafes the following parameters are taken into account (the percentage is arbitrary and determines the degree of influence of these parameters on the price):

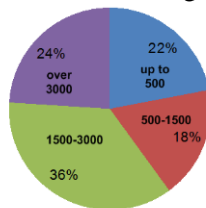
- prime cost of a meal — 30%;

- category of clients — 18%;
- tendency of customers to spend — 16% (results of the survey are depicted on figure 3);
- desired level of income — 14%;
- financial capability of customers — 9%;
- prices of competitors — 7%;
- style of the restaurant — 6%.

As seen from the above, the major factor of influence on the formation of prices of dishes in the menu is their prime cost. The difference between the prime cost and the price — is exactly the income, due to which the restaurant operates. By the way, among the most effective of these methods is the correct calculation of taxes. Finances and solvency of a client are also important factors in determining the price of food products in an establishment. The restaurant "Khachapuri" offers reasonable prices, and the main emphasis is made on quality and service level.

Fig.3.

The average amount that visitors are willing to spend in the cafe



(compiled by the author on the basis of the survey)

It should be noted that the majority of visitors are willing to spend 1500-3000 rubles. If we compare this figure with the trends of experts it will be higher than an "average restaurant bill" (Figure 2.) But the level of the investigated object — a network of the cafe "Khachapuri " – is very high and corresponds to the restaurant level. So it can only confirm the experts' forecasts and should be taken into operation while building the cafe's strategy.

The cafe conducts a very active policy of attracting visitors.

For example, for adults, there are club memberships.

Club rules include the following:

- 1) Every day, in every cafe there are special free offers for club members:
 - Mondays — wine all day long

- Tuesdays — you can eat any 3 khinkali (but you can order only three identical khinkali)
- Wednesdays — any soup
- Thursdays — you can try any hot appetizer
- Fridays — all HachaFriends are served with tarragon unlimitedly
- Saturdays — coffee on sand
- Sundays — a dessert is served

The offer is not valid during business lunch time and is not applicable to delivery and take-away.

The owners of cards are often invited by the cafe to participate in degustations of new menus and delicious presents from Tbilisi. For free and regularly. This may be a new or vintage wine, hot winter cocktails or refreshing summer lemonades, khinkali with different fillings, kozinaki for Christmas or chakapuli for Easter.

Club members are invited to all parties and celebrations in the first place. For example, if they come to wine festival, they will be treated to wine. For families with children joint decorations of Christmas tree are organized.

From time to time among the club members there are organized lotteries for certificates for the "Khachapuri" cafe, and sometimes, on the occasion of big holidays, we offer wonderful prizes. For example, a cloak of black ram or even a lamb.

If members of the club visit the cafe often or if they order delivery and take-away dishes, the cafe makes some nice additions to the orders: vodka, wine, cakes, fruit, daggers and Georgian hats.

On behalf of the cafe give club members get presents for birthdays and other holidays, especially if they celebrate them at the cafe. For example, all birthday kids have wine for free. And to all newlyweds, who celebrated their wedding at the cafe "Khachapuri", a table is laid for their silver wedding anniversary.

The "HachaFriend" card acts as a perpetual "Coffee travel card". You can use it daily until 11:00 in the morning. Any coffee, for free and in unlimited doses, but only for yourselves.

The cardholders of "HachaFriend" have an opportunity buy smuggled Georgian chacha from us.

For all paid events the cardholders of "HachaFriend" get special prices.

When ordering home delivery amounting to more than 2,000 rubles café e give to the cardholders of "HachaDrug" a bottle of wine!

At all outdoor events of "Khachapuri": festivals, urban markets of food and other fashionable events — you can absolutely for free choose any food or drink from the menu.

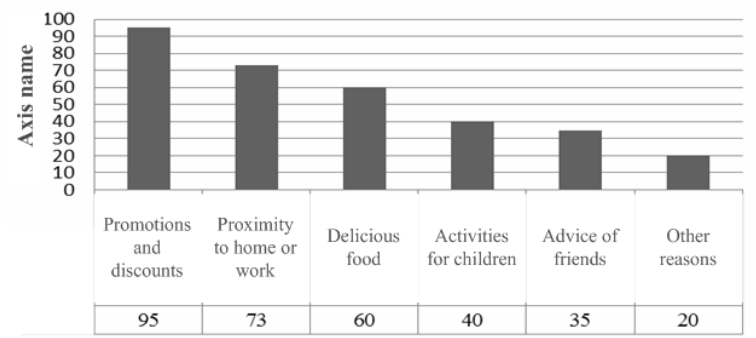
If cardholders have children, and you want to celebrate their birthday at our cafe, the cafe will gladly treat all the company to ice cream. Any from the menu, without limitations.

It is should be also notified that a lot of attention is paid to children. For them there is a special children's menu, there are free classes every weekend with an animator, with teachers from the school "I want to paint", there is a schedule when a live sheep Tolik comes to the cafe, which is because our network counts already 4 cafes. For children special events are created and organized. This is the garage-sale event which gives children an opportunity to get rid of their piles of old dinosaurs, tanks, planes, trucks, and all the other toys — it's a place where you can sell books, board and outdoor games, as well as products suitable for children of any age. They take part in the event as salesmen or exhibitors. And Tolia-lamb treats all kids to delicious cherry jelly. Also, children loved the Halloween holiday. At this event, children carve the head of scary Jack on pumpkins, prepare costumes, play games about different kinds of evil, weave spider's nets, make mummies and draw ghosts on helium balloons and let them fly into the sky. Already for five years there is a tradition to decorate a beautiful, luxurious Christmas tree in the courtyard of the cafe, children do it with great pleasure. Studio "I want to paint" teaches how to make an autumn landscape scenery from buttons, different figurines — from walnut shells and plasticine, shows how to draw using a modern technique of pointillism.

Worth noting that exactly promotions and discounts are the primary reason for choosing the cafe "Khachapuri"— it was clarified during the survey of guests (Figure 4):

Fig.4

Reasons for choosing the restaurant "Khachapuri"



(compiled by the author on the basis of the survey)

Although the category of "promotions and discounts" remains close to "proximity to home or work" and "delicious food", but if to add "activities for children", which also applies to communicational policy, its advantage over commodity policy and politics location will be clearly observed. These conclusions may be used in developing the strategy of the cafe.

As we can see, Marketing communications of the object is very intensive and requires significant investment. Therefore, to determine the effectiveness of such a policy, we examine the situation on the market relative to its competitors.

For the analysis were chosen three more cafes, which are located relatively close and have similar Georgian cuisine and style: "Kharcho", "Saperavi", "John Jolie."

Table 1 shows the market share and growth rates of major competitors. Also we have calculated the forecast for the following period (2016), considering the current market share and presuming that growth rates will be sustainable (5 column).

Table 1

Market indicators of the cafe "Khachapuri"

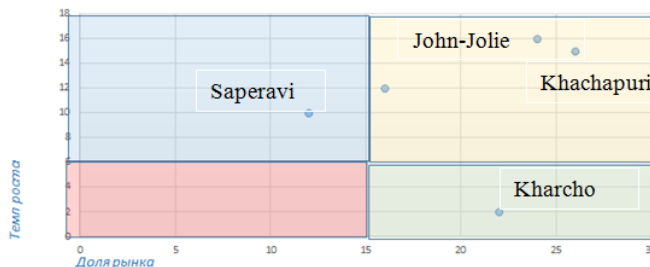
Names of catering enterprises	Market share (2015, %)	Growth rates (2015/2014%)	Costs for marketing (% of profit)	Forecast for 2016
1	2	3	4	5
"Khachapuri"	26	15	14	26,9
"Kharcho"	22	2	5	20,2
"John Jolie"	24	16	11	25,1
"Saperavi"	12	10	8	11,9
Others	16	12	8	16,1
	100	55	46	100,3

(the data was tabulated on the basis of an interview with the director of the cafe "Khachapuri", information from the press and own calculations).

The main competitor of the café is a restaurant "John-Jolie". This is well illustrated on the map of the competitors which is based on a table (Figure 5)

Fig.5

Map of competitors



(created by the author)

Thus, according to the map of competitors the market leaders are catering enterprises "John Jolie" and "Khachapuri". "Saperavi" refers to fast growing establishments. And the cafe "Kharcho" for now remains in the role of outsider.

Also the author suggested the hypothesis that catering establishments that are spending more on marketing have a faster growth rate and the larger market share. Studies have shown (correlation analysis) that it is possible to speak about the connection between the costs of marketing and market position as $R^2 = 0,75$ indicates a strong connection between growth rate and the cost of marketing.

Conclusion. The hypothesis which had to be checked in the paper concerning the study whether café's orientation on the customer can bring you big profit was proved. During the research was showed a high relationship between growth rate of the market and marketing costs on the basis of catering establishment in Moscow district; the survey of visitors showed that the most attracting for them are promotions, discounts and events for children.

Thus, the work provides a detailed analysis marketing communications with results which can be useful for other enterprises, especially in the big cities of the Russian Federation. Café "Khachapuri" can use the proposed project in practice.

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