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**RESTAURANT CONCEPT, THE 7P MARKETING MIX,
MENU AND METHODS OF PROFITABILITY
IMPROVEMENT IN THE FROZEN CULINARY
PRODUCTS SEGMENT**

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Introduction. The restaurant concept tends to be the foundation of marketing activity, combining cuisine, interior, atmosphere, service and branding into what could broadly be called the coherent «face» of the establishment [1, 2]. What the expansion of the 4P model to the 7P mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) does is reflect the specifics of the HoReCa sector more fully and, arguably, ensure tighter management of guest experience quality [3]. In the frozen culinary products segment, however, the concept, the 7P mix, the menu and the profitability improvement methods appear to require substantial adaptation – one that takes into account the specifics of regeneration, packaging and the digital distribution channel [4]. It is precisely this need for systematisation that makes the topic genuinely relevant for concept restaurants.

Materials and methods. The study draws on what may broadly be described as a mixed methodology: analysis and generalisation of literature sources [1–8], classification of concept types (fusion, eco-friendly, local, thematic cuisine), comparative juxtaposition of the elements of the 7P mix, and a synthesis of profitability improvement methods. What this combination is intended to do is enable a structured adaptation of classical restaurant marketing to the frozen culinary products segment.

Results. Restaurant concept. The concept arguably forms the foundation of the entire business: it tends to define the audience, the atmosphere and the value of the guest experience. The basic elements of a concept may be grouped as follows: cuisine (fusion, eco-friendly and organic, local, thematic); interior (minimalism, industrial, eclectic, natural materials); and atmosphere (romance, live music, interactive elements, themed events). In the frozen culinary products segment, what the concept does is translate the establishment's philosophy into home consumption and the digital channel – typically through a line of signature ready-to-eat dishes.

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The 7P marketing mix. The seven elements of the marketing mix can be adapted, with relatively few exceptions, to the frozen culinary products segment: Product – cooking and regeneration technologies, alongside packaging branding; Price – a pricing strategy that accounts for raw-material cost and what tends to be the most underestimated factor, cold-chain logistics; Place – the establishment's location, the digital delivery channel and marketplaces; Promotion – advertising, content marketing and influencers; People – recruitment, training, motivation and ongoing quality control of staff skills; Process – the standardisation of cooking, regeneration and service; and Physical Evidence – the design of the interior, equipment and corporate style, as well as cleanliness and the appearance of staff [6]. Indeed, it is precisely the seventh «P» – Physical Evidence – that often does the heaviest lifting for a frozen product, since the packaging effectively becomes the dish's first impression and, arguably, its first sensory cue [7].

The menu as a marketing tool. The menu, in most cases, shapes the desired guest behaviour and helps ensure profitability through a careful balance of dish variety, adaptation to needs and tastes (vegetarian, vegan, gluten-free, low-carbohydrate), ingredient quality (local, organic, certified), justified pricing and a convenient layout. In the frozen line segment, what the menu does is extend that logic to a ready-to-eat module – one that, ideally, gives a clear indication of regeneration conditions, ingredients and the sensory characteristics expected after thawing, including post-thaw drip loss as a measurable proxy for perceived quality [8].

Methods of profitability improvement. Restaurant profitability tends to be shaped by the balance of revenue, cost of goods, operating expenses, sales volume and the effectiveness of marketing and management. Key methods broadly include: shaping the atmosphere; staff performance through recommendations and signature-item presentation; special offers («chef's recommendations», seasonal menus, holiday promotions); themed events with premium pricing; and expansion of the restaurant network. For the frozen culinary products line, however, what is added is a more operations-driven set of levers: optimisation of cold-chain logistics, reduction of food losses through standardised portioning, and – perhaps most importantly – cross-promotional synergy between the restaurant and retail channels. Not only do these levers tend to reduce cost, but they also strengthen the brand on shelves where the customer encounters the product without staff mediation.

Table 1. Adaptation of the 7P marketing mix for the frozen culinary products segment in a concept restaurant.

7P element	Content	Adaptation for frozen products
Product	Technology, quality, branding	Regeneration, packaging, sensory stability
Price	Pricing, discounts, loyalty	Accounting for cold-chain logistics
Place	Location, accessibility	Marketplaces, delivery, retail
Promotion	Advertising, PR, content	Post-regeneration shot, recipe video content

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People	Recruitment, training, motivation	Training in regeneration and quality control
Process	Standards, business processes	Standardised regeneration, ΔE^* control
Physical Evidence	Design, cleanliness, style	Packaging design, corporate style of the frozen line

Source of the figure: compiled by the authors.

Conclusions. The restaurant concept, the 7P marketing mix, the menu and the profitability improvement methods together appear to form what may be called an integrated management system for a concept establishment. For the frozen culinary products segment, classical marketing tools are by no means sufficient on their own: they require adaptation that accounts for the specifics of regeneration, for packaging as what could fairly be described as the «digital facade» of the dish, for the cold chain and for the digital distribution channel. It is precisely the systemic combination of these components that, in our view, ensures the restaurant's competitiveness, the consistency of guest expectations with the sensory experience after regeneration, and the establishment's sustained profitability.

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