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## **Reducing Seasonal Sales Fluctuations at “Gan Bei City – Panorama”**

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## **Thesis abstract**

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This graduation thesis analyzes the impact of seasonal sales fluctuations on the restaurant “Gan bei city – Panorama” and presents data-driven strategies to reduce revenue fluctuations during the off-season. The analysis was based on a customer survey and qualitative interviews with restaurant staff. The paper includes a theoretical overview of seasonality in the food service industry, current situation analysis, and solution development. Based on the findings, three solutions were proposed: introducing a seasonal menu, implementing a loyalty program, and establishing collaboration with the shopping mall. The study concludes that the proposed measures are cost-effective, realistic, and aligned with long-term business sustainability goals.

This thesis is a copy version for double degree purpose, my original thesis that was submitted and publicly defended in Vilnius university of applied science. The only changes are 1<sup>st</sup> and 2<sup>nd</sup> page.

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Keywords: seasonal fluctuations, seasonal sales, customer behavior, seasonality, revenue management

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## INTRODUCTION

**Topic relevance.** Due to seasonal variations in customer demand, the restaurant sector is quite unpredictable. There are periods of high revenue during peak seasons and notable drops during off-seasons due to a variety of reasons, including holidays, weather, and travel trends. Restaurant managers and owners have a great deal of difficulty because of this seasonality, since varying consumer demand can result in both surplus and shortage times in revenue. In times of strong demand, companies could find it difficult to keep up with demand, which calls for more employees, more inventory, and effective service management. In contrast, lower foot traffic during off-seasons may lead to extra inventory, less revenue, and the need to minimize expenses without sacrificing service quality.

It is essential to understand and handle this seasonal fluctuation to maintain financial stability and long-term company success. Successful restaurants "adopt flexible operational models and leverage customer loyalty programs to maintain involvement during periods of low demand in order to mitigate seasonal downturns," claim Smith and Brown (2020). This study aims to investigate possible methods for reducing the impact of seasonal sales fluctuation and to look at how "Gan Bei City – Panorama" restaurant handles them. This study intends to offer insights into practical strategies for sustaining revenue over several seasons by examining the restaurant's present business model, marketing initiatives, and customer engagement initiatives.

At "Gan Bei City – Panorama" restaurant, the peak season occurs during the winter months, coinciding with the holiday season, increased shopping activity, and colder weather that encourages indoor dining. Conversely, the off-season is during the summer months, when warmer temperatures and vacation patterns lead to a decline in indoor dining as customers prefer outdoor activities and travel.

**Problem** – How seasonal fluctuation impact sales and profitability for "Gan Bei City – Panorama", and what strategies can be implemented to minimize fluctuation during different seasons.

**Aim of graduation thesis** – To analyze seasonal sales fluctuations and develop suggestions to minimize their impact on revenue.

### **Objectives of Graduation Thesis** –

1. To produce scientific literature on seasonal sales fluctuations analysis.
2. To design research methods on investigating ways to minimize seasonal sales fluctuations on revenue and produce current situation analysis on an example of the "Gan bei city – Panorama" restaurant.
3. To develop problem solutions and recommendations for the "Gan bei city – Panorama" restaurant.

**Research methods:**

- Scientific literature analysis.
- Qualitative research study.
- Customer survey.

**Work structure.** First, we will analyze theoretical material that correlates with the thesis problem and how it is relevant to us. The second part of the thesis introduces the company, describes the structure of the thesis in more detail, presents the research methods, justifies the research questions, examines and analyses the answers, and draws conclusions. The third part assesses the information gathered from the theoretical and research parts and proposes a solution to the problem, calculates the budget and timetable for implementation, and outlines the benefits for the company. Finally, the paper conclusion. the graduation thesis solves a topical issue relevant to the organization UAB “Gan Bei City– Panorama”.

# 1. THEORETICAL BACKGROUND OF SEASONAL SALES FLUCTUATIONS

## 1.1. Understanding of sales and their seasonal fluctuations

Most companies' main objectives are focused on being as profitable as possible, businesses try to reach the highest sales point, by promoting, optimizing or perfecting their products. As for restaurant businesses, sales play a significant role in their successful operation, each customer brings its own value which provides revenue for business that it can use for future operations. Therefore, understanding customer behavior and preferences becomes essential for maximizing revenue in the competitive food service industry.

Sales – “the activity of selling a company’s products or services” (Cambridge dictionary retrieved April 23, 2025). From the perspective of the restaurants sales refer to the total amount of services and goods provided for payment, within given specific time frame. To be more precise sales consist of sold drinks, food and takeaways. Sales numbers mirror both the number of transactions and the number of customers, which can help us to understand how much each customer brings for the business on average (ACV). By understanding average customer value, a precise sales analysis is essential for strategic planning, enabling restaurant managers to make well-informed choices about inventory, staffing, and pricing.

Revenue – “the income that government or company receives regularly” (Cambridge dictionary retrieved April 23, 2025). Main goal of most companies it to gain profit and sell their products or services to the consumers. Restaurants are no different in this respect and the main target is to reach high revenue margins. Revenue represents all income earned from business operations, before deducing every expense, that include salaries, rent, utilities and purchase of raw materials (Guillet, 2020). A clear understanding of revenue streams enables restaurant owners to identify which aspects of their business generate the most income and where there may be opportunities for growth.

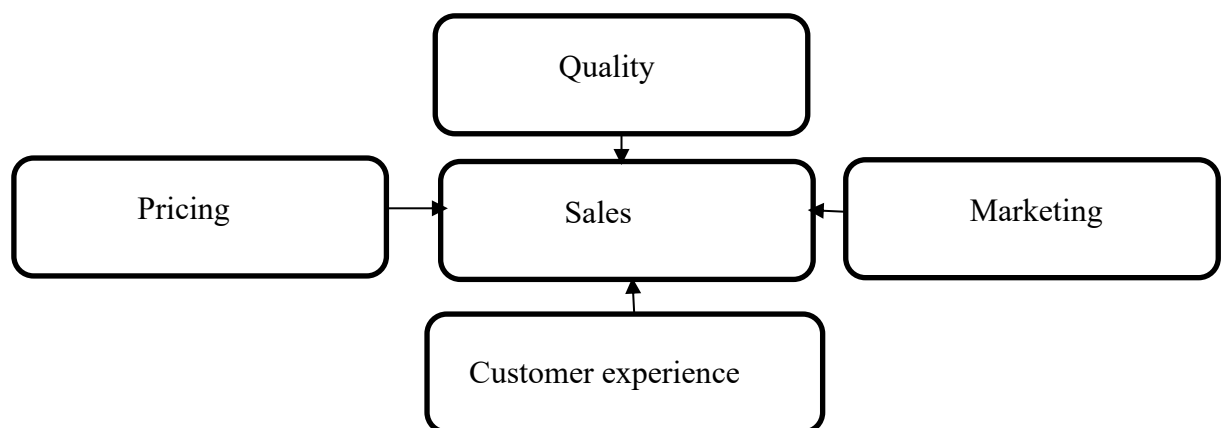


Figure 1.1. Factors that influence restaurant sales

Source: Tablein Team (2023)

In any business industry there are high and low seasons that create surplus and downfalls in revenue, quantity of product or service can shift depending on the current market requirements, competitors may create inconveniences to gain the edge over the market, changes in the economy can create additional downfalls in profits. To overcome the negatives that companies encounter, forecasting tools help to decide what is more optional and reduce uncertainty in all given fluctuations. Effective forecasting not only supports strategic decision-making but also enables businesses to allocate resources more efficiently during unpredictable market conditions. (Choi, et al., 2022).

In the hospitality field, especially in full-service restaurants, sales are closely tied to menu engineering, table turnover rates, and average spending per customer. The ability to increase any of these factors can result in higher overall sales. For example, offering seasonal dishes or limited-time promotions can boost average transaction values during off-peak months. Sales may rise if any of these variables can be improved.

Sales in the restaurant industry are also seasonally dependent, as demand fluctuates throughout the year. This fluctuation is influenced by holidays, weather, and local events. Failure to predict these variations can lead to overstaffing, food waste, or missed revenue opportunities during high-demand periods. As identified by Mitchell (2025), effective sales planning in restaurants must account for seasonal peaks and declines, which require adjustments in staffing, inventory, and promotional efforts to stabilize revenue throughout the year.

The restaurant industry provides customers with drinks and freshly created meals that are meant to be consumed not too long after it gets served, cooked food if not stored properly becomes unsafe to consume within 2 hours (World Health organization, retrieved April 23, 2025). Raw foods need to be properly stored before usage, or they may perish before being used for creating dishes for the customers. Given the perishable nature of ingredients, restaurants must implement rigorous food safety protocols aligned with industry standards to minimize health risks and operational losses. Forecasting can help restaurants to reasonably allocate workers, prepare raw food and order all necessities for upcoming days (Otudi & Almaktoom, 2021).

Financial restaurant success is supported by revenue and sales. Many factors have an influence on sales such as quality, pricing, marketing and customer experience. The interplay of these variables makes sales performance a dynamic metric that demands constant monitoring and adjustment. This element, intertwined with seasonal fluctuation, manifests the challenge that restaurants require to manage and overcome. Revenue covers income before all the expenses for running a business. To stabilize sales and understand in what direction the company is moving we can use forecasting methods to achieve a better understanding of upcoming possibilities.

**Sales forecasting.** “The term sales forecasting is a pivotal concept in the economic sphere, essential for strategic planning in modern industries” (Ahaggach et al., 2024, p. 502). Evolution of

forecasting has advanced from traditional intuition and experience of business owners and managers to more sophisticated heuristic methods (Ahaggach et al. 2024). Restaurant industry is constantly changing and there is not a single same day that may reenact, constant shift in demands, change in customer behavior and needs. This unpredictability emphasizes the need for data-driven strategies that can adjust to both long-term trends and short-term variations. To fight constant change in market need, management needs to forecast a few possibilities and decide on the most appropriate one, checking upcoming events, analyzing data from past.

Given current times it is impossible to adjust to everything based on the experience of the workers, due to this reason forecasting sales combines statistical techniques together with machine-based algorithms to create hybrid models (Ahaggach, et al., 2024). These hybrid models enhance forecasting precision by integrating historical data with real-time variables, enabling proactive rather than reactive decision-making. With the help of machine algorithms analyzing oddly occurring cases and usual seasonal patterns, can provide industries such as restaurants with more accurate predictions and help with organizing schedules and inventory stocking.

Forecasting in sales envelops a wide range of methods and technologies adjusted to different tasks and goals to foresee future sales. Difficulty of sale forecasting originates due to the need of understanding and calibrating correlation between a magnitude of different factors that can impact sales (Ahaggach et al. 2024). These factors may include consumer behavior, economic indicators, market competition, and even unexpected external events such as pandemics or geopolitical shifts. Sales data tends to be constantly varying, which means that constantly changes over time, usage of appropriate models need to account for constantly evolving variables. (Ahaggach et al. 2024).

Using a hybrid approach usually combines two or more different forecasting techniques or models to provide more accurate and detailed results. Different models and techniques can balance each other's weaknesses and enforce strong sides, resulting in enhanced performance. By integrating both quantitative data and contextual business insights, hybrid forecasting ensures a more holistic understanding of market behavior. (Ahaggach et al. 2024). Demand forecasting in the retail industry is essential for monitoring stock and optimizing supply chains, as well as predicting future product demands. This assists with reducing costs with inventory management and minimizing the amount of unnecessary waste. To improve sale forecasting and methods we need to understand how companies are affected by different seasonal fluctuations and what causes them.

**Seasonal fluctuations** describe regular and predictable shifts in commercial activity brought on by seasonal variations in the weather, holidays, travel trends, and consumer behavior. In sectors where demand can vary greatly depending on the season, such as retail, food services, and hotel, this variation is especially prevalent. Businesses can proactively plan operations and match resources with expected demand by successfully recognizing and measuring these patterns. Businesses may be

limited by inconsistent demand for labor and resources throughout the year, which could lower sales and revenue and raise unnecessary expenses.

With a proper analysis of seasonal trends, it helps companies to proceed with well-sought through decisions to optimize resources properly depending on the current needs, saving in unwanted costs (Parshina, 2024). This strategic alignment between demand patterns and operational planning is essential for maintaining service quality while controlling expenditures. Having past data and analyzing it with forecasting tools can help companies to foresee details in the future. The data analyzed can help with inventory and labor management for the company (Bharadiya, 2023).

Businesses can begin implementing dynamic pricing depending on actual consumer flow and demand to reduce seasonal fluctuations. Businesses can react to changes in the market instantly with dynamic pricing models, which facilitate more flexible and informed decision-making. Companies can boost consumer flow and cut down on waste by lowering prices or launching sales for products that aren't popular, overstocked, or soon-perishable ingredients. This will enhance overall revenue.

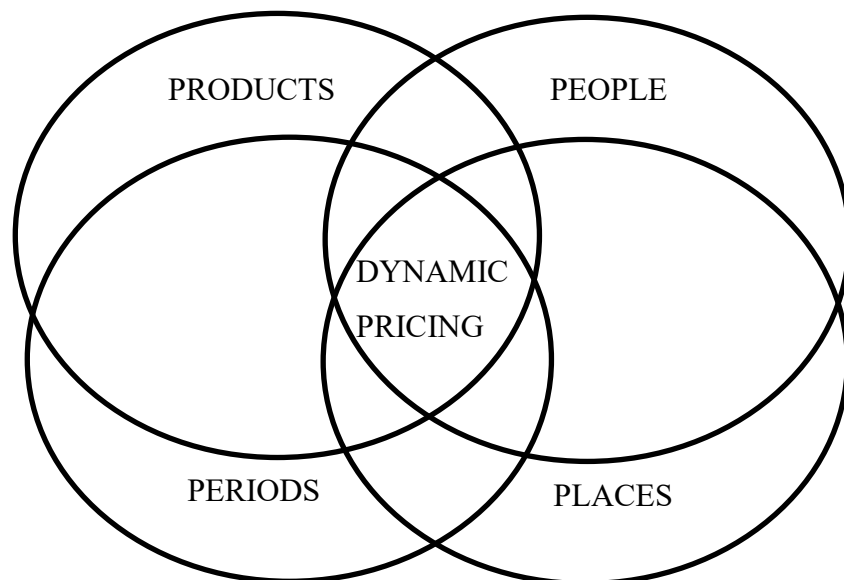


Figure 1.2. Dynamic Pricing framework

Source: Kopalle et al., 2023

Dynamic pricing framework constructed by Kopalle et al. (2023) showcase that prices can change due to any of the four fundamental market demand drivers. Change in people's perspective of product value because there are possible new alternatives provided by competitors or a new figure entering the market may cause a price shift as a way for business to stay competitive and keep in the play. These shifts underscore the importance of continuous market monitoring and strategic responsiveness in pricing decisions. With advancements in technology companies can gather information of their consumers via the internet in many ways, (Kopalle et al., 2023) creating possibilities for businesses to tailor their product to the right consumer, creating a battlefield between

many firms for a single client. Dynamically adjusting price can give the required edge for the business to be the final pick for the consumer.

Product quality is the next dynamic pricing driver, as the quality of the product shifts in either direction the price of it will follow accordingly. As an example, restaurants selling same protein cooked differently can produce many different varieties of the product and the price would be adjusted accordingly to combined time, labor and resources. This pricing flexibility enables businesses to appeal to multiple customer segments without compromising profitability. “This means the same customer at the same time and same location has the option of buying different product configurations at different prices” (Kopalle et al., 2023).

Period dynamic pricing driver is about when prices change depending on time. If we create situations where prices are based on current events and demands, business can gain or lose depending on fluctuation in these demands. Time-sensitive pricing strategies are particularly effective in perishable goods industries, where the value of inventory diminishes rapidly. Example for this instance, restaurant overstocks in quickly perishable protein, to avoid huge losses complete dishes with that protein are on sale. Products, people and places do not change, only for given time product price became lower due to limited time it has. (Kopalle et al., 2023)

Lastly dynamic prices can change depending on location such instances can happen when other constants are still stable. A perfect example for that would be the exact same dish made in two different restaurants, the only difference between them would be one in an area with many competitors by a busy street and another located by the seaside with a great view. Geographic context influences customer willingness to pay, often allowing businesses in premium or scenic locations to justify higher price points. This change in location can allow for a business charge extra for their product. (Kopalle et al., 2023)

Overall dynamic pricing is a powerful tool to increase companies’ profit and revenue, its usage can still raise questions about how ethical and practical it is (Kopalle et al., 2023). Concerns often arise around perceived fairness, customer trust, and potential backlash when prices fluctuate too frequently or lack transparency. Firms that use it should weigh it between benefits and hindrances it can bring. In the end balancing dynamic pricing on a thin line between positive and negative can be challenging and demanding.

The financial stability of the restaurant industry is greatly impacted by changes in customer demand, operational efficiency, and strategic decision-making. Reactive business models become proactive, data-driven systems when forecasting and pricing strategies are included into day-to-day operations. Demonstrating how accurate sales forecasting supported by data and hybrid models may lower uncertainty and enhance business operations. Dynamic pricing also emerged as a useful strategy for boosting company profit and adapting to changing market conditions. With the aid of

these strategies, restaurants may sustain long-term profitability and respond more adeptly to changes in the sector.

## 1.2. Impact factors on seasonal sales fluctuations

Various sources highlight different impact factors on seasonal sales fluctuation.

**Pricing strategy** is defined as a product or service's price is determined by a series of computations, research, comprehension, and risk-taking skills. Among other things, a pricing strategy considers market conditions, competition activity, input costs, trade margins, segmentation, and ability to pay. An effective pricing strategy not only maximizes profitability but also reinforces brand positioning and market competitiveness. It is directed against rivals as well as targeting the specified clientele (The Economic Times retrieved April 25, 2025).

Most organizations use a variety of pricing tactics, which has boosted the company's flexibility. There are many different types of pricing strategies and policies that a business can implement, such as competitive pricing, value pricing, prestige pricing, predatory pricing, differential pricing, and penetration and skimming pricing for new products. In addition to the mentioned above, pricing strategies must be selected in accordance with the items that the company plans to sell, customer demand, the competitive environment, and other products it plans to offer. A chosen strategy's success frequently rests on how well it fits with the organization's long-term objectives and overall positioning. There are clear indications of successful businesses adopting a very similar pricing strategy that can be considered the preferred pricing strategies compared to other available pricing strategies, even though pricing methods in companies of different business segments or even different countries might not appear identical or comparable. (Abidin et al., 2023)

Table 1.1. Cost-plus pricing strategy

Source: Abidin et al. (2023)

Pricing Strategy	Structure	Advantage
Cost-plus Pricing	Pricing decisions are generally affected by accounting data, with the goal of obtaining a specific return on investment or cost markup. - Cost-based Pricing, Target-return Pricing, Markup Pricing are similar pricing strategy under cost-based pricing.	Required data for price setting are typically easy to obtain in terms of accessibility of the data. A pricing strategy that is most common setup for businesses.
Competition-based Pricing	Uses competitive price level data of competitors (actual and potential) as primary source to determine appropriate price level. Pricing strategies based on competition are typically reasoned on the basis that buyers' primary consideration for purchases is price.	In competitive business (price-war) environment, this strategy would work well as it is on the upper-hand, having the competitors price level data as primary source of their pricing strategy (price settings).
Customer value-based pricing	Employs information about the product's perceived consumer value as the primary determinant of the final selling price. The main factor influencing price setting is the quantifiable value of a purchase offering to actual and potential clients.	They are directly related to the requirements of the one stakeholder who is paying for the relevant goods or services, i.e., the customer. It is very much relevant in highly competitive industries.

One of the most common kinds of pricing schemes is the one described above. However, the capacity of the business to execute and achieve the prices they set or turn pricing plans into actual sales largely determines how effective they are. To guarantee that price is in line with value delivery and consumer expectations, the marketing, operations, and sales departments must coordinate.

Pricing is typically one of the least innovative aspects of the marketing plan, despite being one of the most obvious decision considerations for marketing teams. From a functional perspective, many marketers see price to make money and cover expenses (Gould, 2021). However, when strategically leveraged, pricing can serve as a powerful tool for differentiation and long-term brand positioning.

**Inventory and supply chain management.** In the current global economy, one of the most important success criteria for restaurant enterprises is stock management. Restaurants must focus on efficiency, particularly while keeping inventory, due to the extremely low margins in the food industry. Effective inventory management and order monitoring are crucial requirements for effective product merchandising, long-term company viability, and customer happiness, due to prevent shortages of goods or, conversely, excess goods that are as a result unsaleable. Accurate forecasting and integration of digital inventory systems can significantly improve responsiveness and reduce human error in supply chain operations. Since stockouts, overstocking, and needless waste all result in lower revenues and occasionally a decline in the clientele, inventory management helps restaurants avoid these issues (Gill, 2021).

Many restaurants still use basic techniques of maintaining inventory, sometimes utilizing handwritten ledgers or outdated Excel files. These methods are very time-consuming, and human error is likely to lead to incorrect data in decision-making processes. The lack of automation not only hinders operational efficiency but also limits strategic planning based on real-time insights. For example, overordering during stock control can result in additional expenses and food waste. The inability of restaurants to react promptly to shifts in demand or an unanticipated spike in customers during holiday seasons is another issue caused by a lack of accurate data (Gill, 2021).

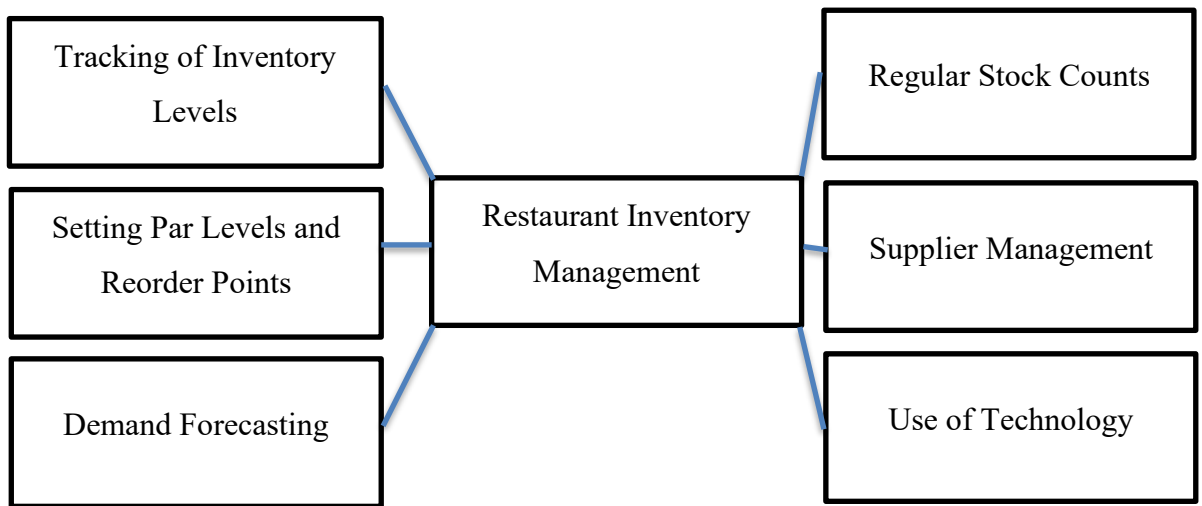


Figure 1.3. Restaurant inventory management

Source: Gill (2021)

Owners have complete control over the stock level since inventory data can be linked to real-time data in the restaurant. This allows for the real-time updating of other papers based on the current situation regarding inventory data, which equips staff to manage the restaurant's operations in an orderly manner. A restaurant, for example, can determine when an item is out of stock and place a new order before it runs out. The amount of food that is wasted is also reduced by using real-time data, fresh supplies are depleted before going bad. Also, these systems are typically integrated with point-of-sale (POS) systems, providing a unified view of sales and inventory. (Asrani, et al 2024)

The goal of a Point of Sale (POS) system, which consists of both software and hardware components, is to enhance sales operations and enable smooth transaction processing, especially in retail settings (Asrani, et al 2024)

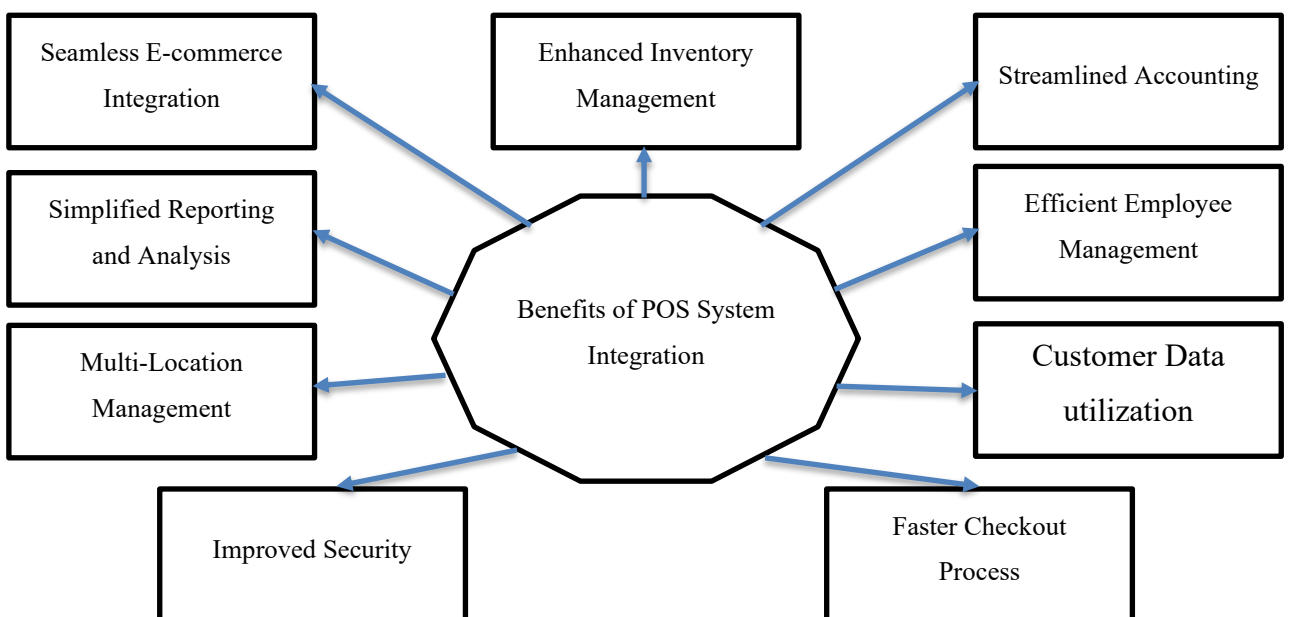


Figure 1.4. Benefits of POS integration for your business operations

Source: Gill (2021)

Processes for inventory management depend on real-time data inputs into POS systems. POS systems maintain customer orders, record sales transactions, and manage inventory data. This seamless integration enhances operational transparency and supports faster, more informed managerial decisions. They provide software feedback loops that enable automated inventory changes with little to no human involvement when paired with real-time data systems (Asrani, et al 2024)

Other real-time systems, which use POS data for order organizing, make sure that orders correspond with situational consumption to prevent overstock situations. By aligning procurement with actual sales trends, these systems enable restaurants to fine-tune purchasing cycles and reduce unnecessary expenses. Besides to the additional advantages of sustainability, such analytical inventory management significantly lowers waste, which costs restaurants thousands of euros annually (Gill, 2021).

Point-of-sale (POS) systems which use real-time data allow efficient inventory and sales management. This results in suggestions that enhance a company's organizational procedures and financial returns. These methods ensure that specific products are constantly available and don't cause delays due to improper inventory management, which helps restaurant operators and improve customer satisfaction. Moreover, the predictive capabilities of these systems enable proactive planning, reducing the risk of service disruptions during peak hours. In today's global marketplace, implementing such technology has become advantageous and practically required (Gill, 2021). Fluctuation affects not only supply chains and inventory, but labor force as well.

**PEST.** An evaluation of the political, economic, social, and technological elements that may have an impact on a firm both now and in the future is known as a PEST analysis. A PEST study is meant to help the management team of a company better understand the market they are currently working in and how they can get ready for any changes in regulations. (Fairie, 2024)

**Political factors.** All of these deal with the manner and extent of government economic intervention. This can include trade restrictions, labor laws, environmental laws, foreign trade policies, government policies, political stability or fluctuation in foreign markets, and so forth (Kenton, 2025).

**Economic factors.** The "E" stands for external economic factors that may have an impact on a business's performance. Examine interest rates, GDP, unemployment, credit availability, inflation, and the growth and decline of the middle class (Fairie, 2024).

**Social factors.** The market environment and how it influences consumer behavior, preferences, and buying choices. It contains significant elements that affect consumer needs and expectations, such as social opinions, cultural values, and demographic trends including population growth, age distribution, and educational level. Additionally, it considers workplace and lifestyle

trends, which can significantly influence how and when consumers engage with products and services (Kenton, 2025).

**Technological factors.** Technology has a big impact on business and may be both beneficial and detrimental. It's critical to evaluate current and upcoming technology from various perspectives because some firms may find it difficult to adapt to technological developments, including new goods and services (Fairie, 2024).

**Customer behavior shifts.** In the restaurant business, customer behavior is quite dynamic and impacted by social trends, economic conditions, seasonal variations, and outside events. Restaurants must recognize these changes to modify their plans, menu selections, and service patterns to suit the evolving preferences of their clients. Proactive monitoring of behavioral trends through data analytics enables businesses to anticipate changes rather than react to them, creating a competitive advantage. Poor processes of action taking decreases client loyalty, and revenue losses can all arise from a failure to adjust to these behavioral changes.

Customers make dining decisions based on weather conditions, holidays, and seasonal activities, leading to significant variations in traffic, menu preferences, and spending habits.

Table 1.2. Winter and summer differences in customer behavior

Source: based on FasterCapital. (2025)

Winter behavior	Summer behavior
Dine out more frequently indoors preferring warm environment.	Outside dining and picnics are more popular and frequent
Enjoy hot meals, comfort foods	Enjoy light and refreshing meals
Holiday celebrations lead to higher group reservations	More travel, reduction in local restaurant visits
Increased shopping activities, boost restaurant traffic located in malls	Reduced spendings after holiday shopping

As consumers shift their interest depending on season, outside factors can have similar effects on people and impact the restaurant industry.

### 1.3. Theoretical model on reducing seasonal sales fluctuation

For restaurants, seasonal fluctuation poses serious functioning and financial difficulties. The stability of a business can be endangered by changes in consumer behavior, revenue decrease, and staffing problems during off-peak seasons. Restaurants must use active and diverse tactics aimed at balancing demand, maximizing resources, and maintaining profitability all year round in order to overcome these obstacles. To reduce seasonal fluctuation, we can use market pricing strategies to adjust product price on given current factors.

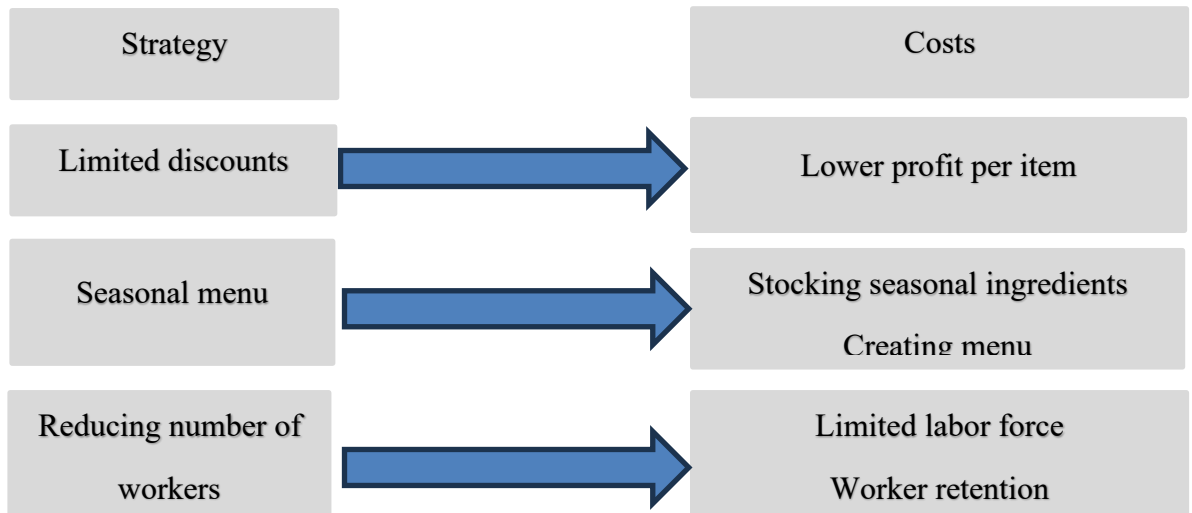


Figure 1.6. Strategies in reducing seasonal sale fluctuation

The benefit of creating limited seasonal discounts is to attract customers that are more price sensitive; by doing so restaurants will increase customer flow for the price of reduced profitability per item. Attracting more customers will help with fluctuation as most commonly people don't go only for 1 item.

Creating a seasonal menu for the summer would help to attract more customers old and new. During hot weather people will enjoy more refreshing dishes or drinks. Regulars that usually visit during winter season will be attracted to new dishes that they could not try before. To create a seasonal menu, it would take some time for chefs to arrange relevant dishes from seasonal ingredients. To maintain availability of seasonal dishes it is needed to stay stocked on relevant ingredients, usually prices and accessibility of such ingredients are cheap and easy during the summer season (Mitchell 2025).

During the off-season the number of workers is too big compared to the amount of work. Reducing worker count can help with saving in labor expenses. With a smaller restaurant team, the company may risk a limited workforce during unpredictable events or an unusual surge of customers. Furthermore, recruiting new workers for the peak season and training them will consume time and resources.

## 2. RESEARCH ON SEASONAL SALES FLUCTUATIONS AT “GAN BEI CITY – PANORAMA”

### 2.1. Presentation of the company and relevant data analysis

“Gan Bei City Panorama” restaurant is a contemporary Asian fusion restaurant on the third floor of “Panorama” Shopping and Leisure Centre, Saltoniškių g. 9 in Vilnius. “Gan Bei City Panorama” restaurant was opened on November 6, 2008, and is a franchise member of “Gan Bei City – Panorama” restaurant, having a chain of restaurants in Lithuania, Latvia, Poland, Belarus and UAE. The interior, designed by Latvian designer Oskars Skara, features upscale elements, such as plush furniture, ambient lighting, and floor-to-ceiling panoramic windows offering views of the cityscape.

The restaurant has a varied menu of Chinese, Japanese, and other Asian cuisine meals, with an extensive choice of sushi, hot dishes, and vegetarian meals. The concept of the open kitchen and bar enables visitors to see how meals are prepared, hence making the dining experience more enjoyable.

**Financial indicators of “Gan Bei City – Panorama”.** Profitability is one of the main indicators for restaurants to understand its financial stability and long-term possibilities (Zahra, 2024). Financial indicators such as overall sale revenue, profits, (losses), profit margins, net profit margins and equity capital can all help to understand how business is held at current state and if it can maintain itself (Buleca, et al., 2023)

Table 2.1. Annual financial information for UAB “Gan bei city”

Source: [https://rekvizitai.vz.lt/imone/gan\\_bei\\_city\\_biuras/apyvarta/](https://rekvizitai.vz.lt/imone/gan_bei_city_biuras/apyvarta/)

Year	2020	2021	2022	2023
Sales revenue	3 498 107 €	4 059 777 €	7 287 313 €	8 074 958 €
Profit (loss) before taxes	-188 257 €	142 594 €	43 717 €	658 199 €
Profit before taxes margin	-5,38 %	3,51 %	0,60 %	8,15 %
Net profit (loss)	-188 257 €	135 488 €	4 314 €	554 709 €
Net profit margin	-5,38 %	3,34 %	0,06 %	6,87 %
Equity capital	753 232 €	771 256 €	818 105 €	1 372 814 €
Amounts payable and other liabilities	1 410 531 €	1 475 588 €	1 136 648 €	1 142 460 €
Non-current assets	917 879 €	842 830 €	834 705 €	709 365 €
Current assets	1 245 884 €	1 404 014 €	1 120 048 €	1 805 909 €

Shortfall during the Covid- 19 pandemic in 2020 created loss for the restaurant that reached nearly 200 thousand euros. The following year the company managed to bounce back and continued

making profit in upcoming years. During 2022 year with inflation on products and energy crisis restaurants still managed to stay afloat and make minimal profit.

Table 2.2. “Gan bei city Panorama” financial reports from 2025-01-01 to 2025-03-31

Time frame	Restaurant revenue (without „Wolt“, „Bolt“)	„Wolt“, „Bolt“ revenue	Total revenue
2025.01.01- 2025.01.31	168 919.29 EUR.	8281.10 EUR.	177 200.39 EUR.
2025.02.01- 2025.02.28	167 373.44 EUR.	12362.90 EUR.	179 736.34 EUR.
2025.03.01- 2025.03.31	167 753.16 EUR.	14424.09 EUR.	182 177.25 EUR.

By analyzing the restaurant monthly revenue, we can say that each month revenue is growing, not a significant amount, but it does not fall significantly as well. At current state during the peak season the restaurant has minimal possibilities to increase its profits as it is already performing well during peak season.

Table 2.3. “Gan Bei City – Panorama” financial reports from 2024-06-01 to 2024-08-31

Time frame	Restaurant revenue (without “Wolt”, “Bolt”)	“Wolt”, “Bolt” revenue	Total revenue
2024.06.01- 2024.06.30	118 203.48 EUR.	6184.30 EUR.	124 387.78 EUR.
2024.07.01- 2024.07.31	115 224.57 EUR.	5886.25 EUR.	121 110.82 EUR.
2024.08.01- 2024.08.31	113 985.76 EUR.	7109.40 EUR.	121 095.16 EUR.

By comparing 2 tables we can see the difference between peak season monthly revenue and off-season monthly revenue. We can see that the difference between is roughly 30% between seasons. Such a big downfall each year causes during the off season makes it difficult to maintain constant income flow and fully operate restaurant, with all the cost of rent, utilities, labor and supply costs.

With the possibilities to increase revenue during off seasons, restaurants would not suffer seasonal fluctuation on such scale. To mitigate this fluctuation the company needs to find new ways to attract more customers during off-seasons.

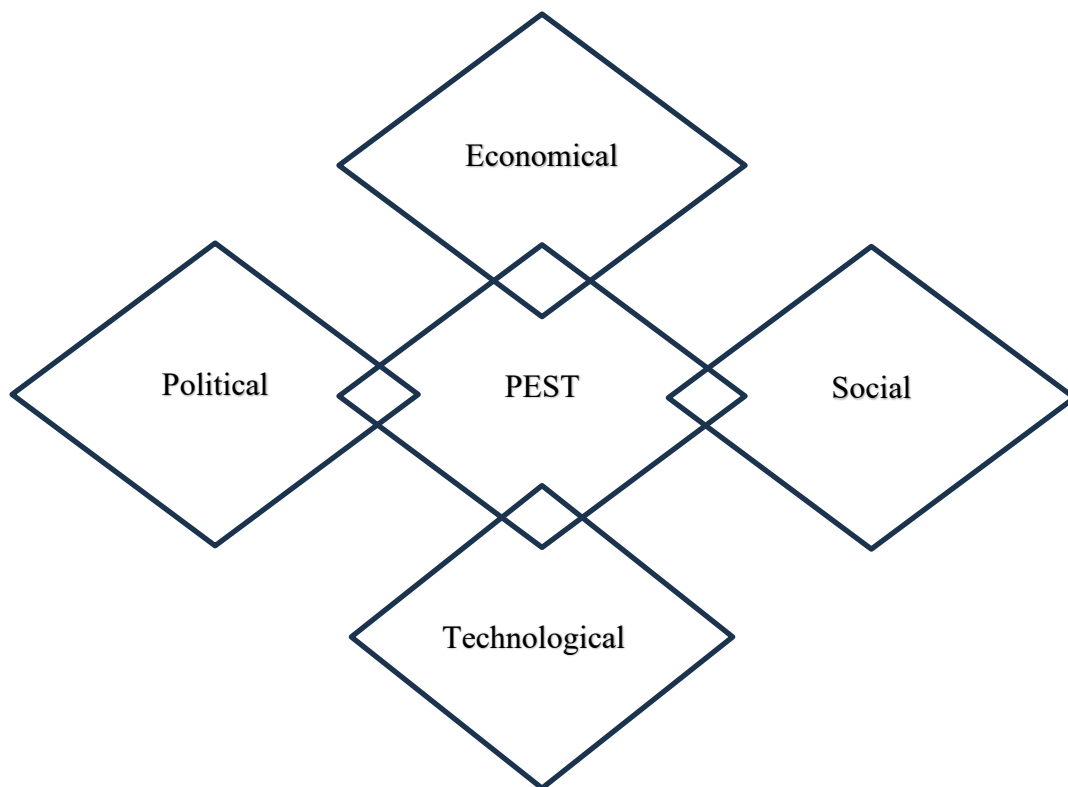


Figure 2.1. PEST analysis factors

Source: Based on Oyasor, et al., (2024)

Political environment helps to understand how different political situations can affect business, understanding existing political standpoints may greatly benefit organization (Buye, R., 2021). For restaurant “Gan bei city – Panorama” restaurant political factors and can significantly affect business are, food safety & hygiene regulations. As a business that provides food for customers it has to follow strict EU and Lithuania’s regulations on food safety and hygiene, everything must be done according to regulations and random checks can be done by authorized people. Not following these regulations may harm the company in fines, forced closure or damaged reputation.

Labor laws and employment policies, restaurants can’t function without its employees and to maintain workers it must follow countries given policies, companies can’t undermine workers or not pay them reasonable wages as breaching contracts can bring lawsuits and ruin reputation as an employer. Following labor laws is essential for any company that want to operate in Lithuania.

Nationwide crisis, as an example due to covid-19 there were many regulations that made restaurant business barely possible to operate, temporal closures, new health regulations, limited access for customers, etc. In such unpredictable events restaurants had to adapt and overcome difficulties to stay afloat. Next example would be energy crisis, when electricity prices skyrocketed, due to that many restaurants revenue plummeted significantly and “Gan Bei City – Panorama” restaurant was no exception.

The economic environment provides us with information about the inflation rate, current minimum wage, economic growth in the given country that company is established. This would give

businesses information about upcoming shortfalls and help to brace for it appropriately (Buye, 2021). Economic factors that influence “Gan bei city – Panorama” restaurant inflation, rising food prices, change in consumer spending power and seasonality.

Over past few years Lithuania’s inflation rose (Trading economics, retrieved April 28, 2025). With the inflation prices on product increases and that harms revenue and cuts profit margins of restaurant, to combat inflation restaurants resort to increasing product prices, to balance inflation.

Consumers spending power, inflation affects not only businesses but each person separately as well. With rising prices consumers spending power diminishes and they need to cut unnecessary spendings from the budget, restaurant visits are not considered as a necessity by most of the people and they usually become cut out from the spending list until it becomes affordable again.

Seasonality, most businesses suffer from seasonality, there are high seasons and low seasons for everyone. “Gan bei city – Panorama” restaurant suffers from seasonality during summer and sales drop up to 40% compared to peak season in winter. Adjusting workforce and resources during peak and off-peak seasons can provide better spending control.

Social environment analyses of social and cultural trends and patterns in society, such as lifestyle trends, distribution of age and consumer behavior (Makos, J., 2024). Health awareness significantly increased over the years and restaurants need to adjust to maintain and attract consumers. Creating more healthy meal options and providing more information on the meals.

Different dining habits of customers provide difficulties to create perfect experience for everyone. “Gan bei city – Panorama” restaurant created different options to accommodate as much as possible, lunch menu during office hours, dining experience in the evenings and possibility of takeaway and deliveries.

Demographically younger people are keener to try something new, either in activities or dining. “Gan Bei City – Panorama” restaurant main audience is between age 20-40 and in Lithuania there is an aging population issue, it means that a lot of young people leave country and only older people stay, thus creating smaller target audience.

Evolution of technologies is constant and needs to be upkept all the time, not to become outdated. New technologies that can be applied to the restaurant industry and applied quickly and significantly improve productivity and profits.

In the social media era customer reviews were important for entertainment businesses, as low rating can push back new customers for even visiting once. To combat that restaurants to address any possible bad reviews with dignity and with a possible solution how to fix it to make sure it would never happen again. (Walsh, John 2024).

POS systems in restaurants can help with managing inventory, reducing waste and monitor staff performance. Creating data that can be analyzed and applied for future improvements.

Online orders and delivery currently are a big part of the food industry as it helps to increase restaurant reach and increase sales.

PEST analysis is a strategical tool for “Gan bei city – Panorama” restaurant. It helps understand and adapt to external challenges that can appear from political, economic, social and technological environments. For a restaurant to stay competitive and continue its operation in profit it must constantly adapt to these external factors.

Business-to-consumer or B2C is a process of selling services or goods directly to end consumers (Kenton, W., 2024). Market segmentation divides consumers into smaller groups and helps to narrow it down more precisely what companies target audiences are depending on given data (Cozma, A., et al., 2023).

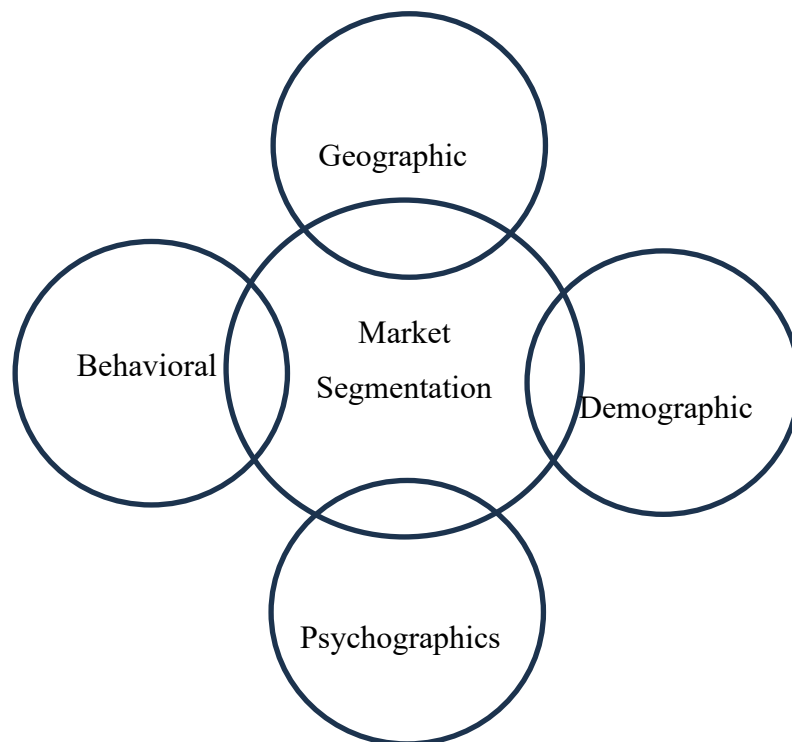


Figure 2.2. Marketing segmentation

Source: Cozma, A. T., & Cosma, S. A. (2023).

Dividing consumers into four main market segments such as geographic, demographic, psychographic and behavioral, each segment is responsible for different aspects of consumers. Companies usually can't address the whole market and segment it into smaller groups, it helps companies to be more efficient and only target most potential customers (Cozma, A., et al., 2023). Creating B2C market segmentation for restaurant “Gan bei city – Panorama” would look like this:

Table 2.4. B2C segmentation for “Gan Bei City – Panorama”

Demographic	Geographic	Psychographic	Behavioral
20-45 years	Mall visitors	Asian cuisine lovers	Regulars
Middle income	Office workers	Work lunch	Moderate pricing
Young families, couples	Vilnius residents	Casual dining	Weekend shopping meals

Looking at the demographic segment we can see that the age range for main restaurant customers is between 20 and 45 years, having a middle or above income and usually recently started a family. This demographic information provided can help restaurants to tailor more towards young families and bring some more family-friendly options.

Geographic segment provides information based on location and distance, as it’s less likely for someone to drive a few hours just for a meal. Main restaurant audience based on geographic segment would be, mall visitors, workers of nearby office spaces and nearby Vilnius residents.

Following psychographic segment, we need to understand what our consumers preferences are and what they enjoy. As an Asian style restaurant, it is important that our clients enjoy or even love Asian cuisine food. Many workers now tend to have lunch in nearby restaurants or cafeterias as it saves time on prepping your own lunch for work, having the lunch option can help significantly bringing daily workers to restaurant.

Based on behavioral segment people that enjoy coming regularly, expect moderate prices, and do weekend shopping in the mall. Can be all potential clients to the “Gan bei city – Panorama” restaurant.

## 2.2. Research methods

Qualitative and quantitative research methodology have the same goal, is to provide specific information and help to make final decisions. But they have their own ways to provide that data. For quantitative research methodology, numerical data is most important, and it helps to find repeating sequences and averages. With this data researchers can make prognosis for their research. As for qualitative research methodology data is more about the content rather than numbers, it helps to understand and provide insight into other opinions. This method helps more with creating something new rather than perfecting something that exists (Jaro Education, 2023).

Table 2.5. Difference Between Qualitative and Quantitative Research Methods

Source: Jaro Education (2023)

Aspect	Qualitative Research Method	Quantitative Research Method
Sample Size	Few respondents	Many respondents.
Survey Tools	Interviews, focus group discussions, observations, ethnography, and literature reviews.	Surveys, experiments, structured observations, and questionnaires.
Type of Questions	Open-ended questions to take their point of view	Close-ended, multiple-choice questions or rating scales to know their point of view.
Primary Objective	Qualitative research methodology is used to understand meanings, explore new ideas, and behaviors, and form theories.	Qualitative research methodology is used to analyze numerical data and quantify variables by using logical, statistical, and mathematical techniques to test hypotheses.
Nature of Data	Expressed in words. Non-numeric statements and opinions.	Expressed in numerical data via graphs, values, and scales.
Data Analysis	Inductive, thematic, and theoretical.	Deductive, statistical, and numerical.
Research Perspective	Subjective in nature.	Objective in nature.

This table provides useful information on the main differences between quantitative and qualitative research methodologies, helps to understand strengths and weaknesses of each methodology and eases to make decisions on which to use.

Firstly, we need to understand what quantitative data itself is. Samuels (2020) explains it as “quantitative data is factual information involving numbers and categories.” In other words, it’s a type of data that can be measured, counted or analyzed statistically and can be considered as quantitative data. Quantitative research helps a researcher to confirm patterns of existing problems and pinpoint exact reasons of them (Ghanad, A., 2023).

With the help of quantitative research, a person can point out repeating events in given responses from participants. This type of research can show how big an issue it is for consumers or how people see it differently (Ghanad, A., 2023).

Research that investigates and offers more profound understandings of real-world issues is known as qualitative research. Qualitative research collects the experiences, opinions, and actions of individuals. Rather than addressing how many or how much, it addresses the how’s and whys. Fundamentally, qualitative research poses open-ended inquiries like "how" and "why" whose responses are difficult to quantify. Qualitative research design is frequently not linear like quantitative design because of the open-ended nature of the research questions (Turner, et al., 2021).

To better understand timeframes and reasons for seasonal fluctuation there was conducted an in-person interview with restaurant director with over 15 years of experience in restaurant, 2 waiters with over 10 years of experience in “Gan Bei City – Panorama” restaurant and kitchen head chef with over 8 years of experience. The interview lasted for 20 minutes including all the members mentioned above.

**Reasons for planned interview questions:**

Question 1. *In past years was there seasonal fluctuation? And if so, what was the main reason for them?* To understand the main reasonings in past years for seasonal fluctuation and if they are recurring constantly.

Question 2. *During what period of the year would you consider the busiest and not so busy?* To understand pattern of seasonal fluctuation and pinpoint it more precisely during what period it is occurring.

Question 3. *What is the impact of seasonal fluctuation on restaurant?* This question helps to understand how seasonal fluctuation affects the restaurant from different perspectives of waiters, chef and director.

Question 4. *Were there any attempts to reduce seasonal fluctuation impact in the past?* It will help to understand if there was any type of effort put into this issue and if it helped in any way.

Question 5. *Are there any suggestions to reduce the impact of seasonal fluctuation?* With knowledge of experienced workers in the restaurant industry it may be vital information that can help to come up with optimized and reasonable solutions to minimize seasonal fluctuation.

To understand what the main reason for seasonal fluctuation is in “Gan Bei City – Panorama” restaurant there was created a quantitative survey for customers. Questions were created to understand the customer’s view of the given restaurant. The sample subjects for the survey are calculated according to the Slovin’s Formula (Williams, 2024).

$$n = N / (1 + Ne^2) \quad (1)$$

n – sample size;

e – margin of error (standard error of 5% in social science research);

N – population size.

Created survey was relatively simple, to improve customer likelihood of completing all questions. A questionnaire was created to see how often customers visit and during which time of the year, overall satisfaction of food, ambience and service quality.

To indicate population size for a restaurant as it is rather difficult to precisely provide with the amount of customers they had information was gathered from administrators and waiters, averaging daily customer numbers where in range of 150, with consideration of weekdays re-occurring customers that made up around of 25% total daily customers, with this consideration daily unique customers where around 113 per day. The survey was launched for two weeks to attain accurate data, and the survey needed to be filled with roughly 318 unique customers.

### **2.3. Analysis of research results**

The seasonal fluctuation is evident in the restaurant, to deal with a given problem it’s required to pinpoint reasons for its appearance and how to minimize it. Due to this reason a qualitative research

interview with restaurant workers was conducted. For interview “D” will represent director, “W1” represents 1<sup>st</sup> waiter, “W2” represents 2<sup>nd</sup> waiter and “HC” represents head chef.

In the beginning of interview, we wanted to know if seasonal fluctuation were occurring in past and what was the reasoning based on staff. All interviewed members confirmed that they have noticed seasonal fluctuation. “D” highlighted that main cause is tied to “customer behavior patterns”, especially around holidays and vacation seasons, “W1” and “W2” confirmed that it aligns with the number of customers flow they have during these seasons, “HC” concurred with mentioning of the adjustments in food preparations and order amounts.

To indicate during what period seasonal fluctuations, occur, workers were asked during what period they felt busiest and least busy. “D” pointed out that the busiest period starts from mid-November through end of 1<sup>st</sup> week of January, as for the least busy period is summer months and start September. “W1”, “W2” also added that holidays are usually busy such as Mother’s Day or Valentine’s Day as an example. “HC” feels highest pressure during period mentioned by “D” and during public holidays. All members of the interview agreed that the least busy season is summer.

Following seasonal fluctuations timeframe indication, we asked what impact it has on restaurant? “D” said effects of seasonal fluctuations can be felt almost on each aspect of business, staffing, stocking, scheduling, and logistics. It all requires careful planning all year round. “W1”, “W2” mentioned difference in workload, income difference and number of tips. During busy season there are additional shifts or extra hours which increase monthly income, as tips are self-explanatory and more customers equal more tips. During the low season it’s in reverse fewer work hours, less tips and it’s harder to stay sharp and focused, a single benefit from slow season is more time for rest. “HC” concurred what both waiters mentioned about workload and added that there is additional control food waste on slow season.

As seasonal fluctuations happened in the past it is important to know if there were any attempts to reduce them. “D” provided few examples that was made in the past, collaborated with mall events and created special offers during the event period it did increase customer amount during the event and created limited discount for vegetable dishes it did improve situation slightly. “W1”, “W2” mentioned about social media advertising during slow season, and it did increase overall customer amount but not significantly, they did notice increase in younger clientele. “HC” mentioned removing few least popular dishes from stocking as it was more common for raw foods spoil sooner than getting them sold.

Given the experience and knowledge in the restaurant industry of interviewed workers it is important to know if there are any suggestions to reduce the impact of seasonal fluctuations. “D” suggested to strengthen partnerships with shopping mall or nearby businesses, to create joint campaigns or events. “W1” suggested themed week that change each month, “W2” suggested more

engagement with customers, loyalty stamp cards or mini contests. “HC” suggested limited-time dishes based on seasonal ingredients.

This survey gathered insights into consumer behavior and preferences related to restaurant visits, helping to analyze factors that influence customer spending patterns, seasonal demand, and perceptions of pricing strategies.

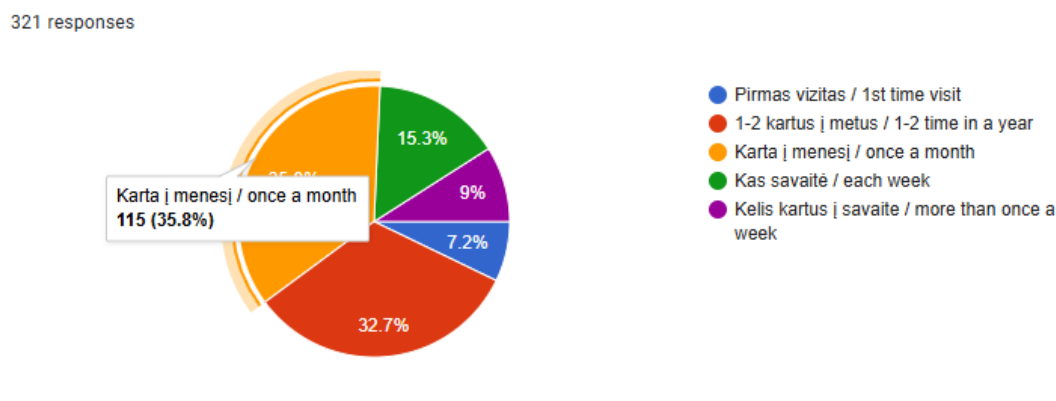


Figure 2.3. Responses for the question “How often you visit “Gan bei city – Panorama” restaurant?” (N=321)

Most respondents go to the restaurant once a month, with those who go once or twice a year coming in second. This indicates a solid foundation of occasional and semi-frequent clients. The lowest percentage of visitors were first-time, indicating that the majority of the clientele are repeat consumers, which is a sign of strong brand loyalty.

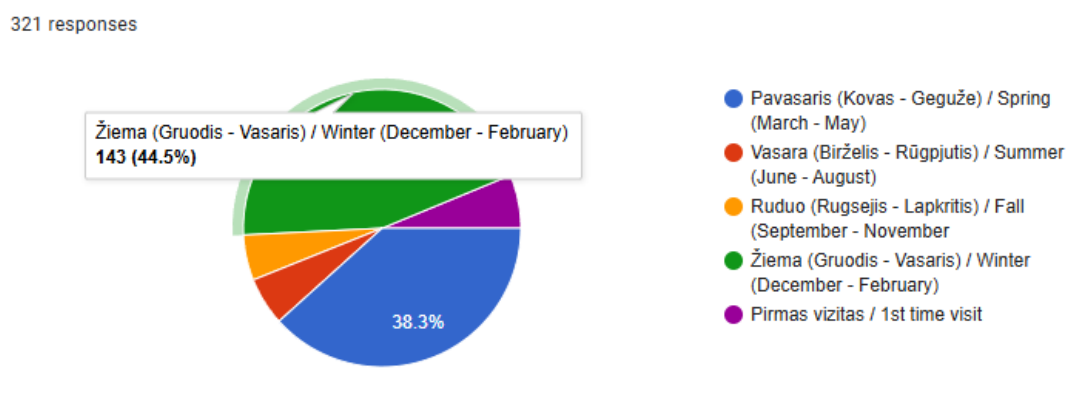


Figure 2.4. Responses for the question „What time of year you usually visit more often?” (N=321)

Survey was conducted during spring period and most often season customers would visit restaurants during the winter, following that spring season was second most common period of year. Summer and fall season barely anyone considered visiting during this period. This indicates that most busy seasons for restaurants are winter and spring, as for summer and fall season is least busy.

321 responses

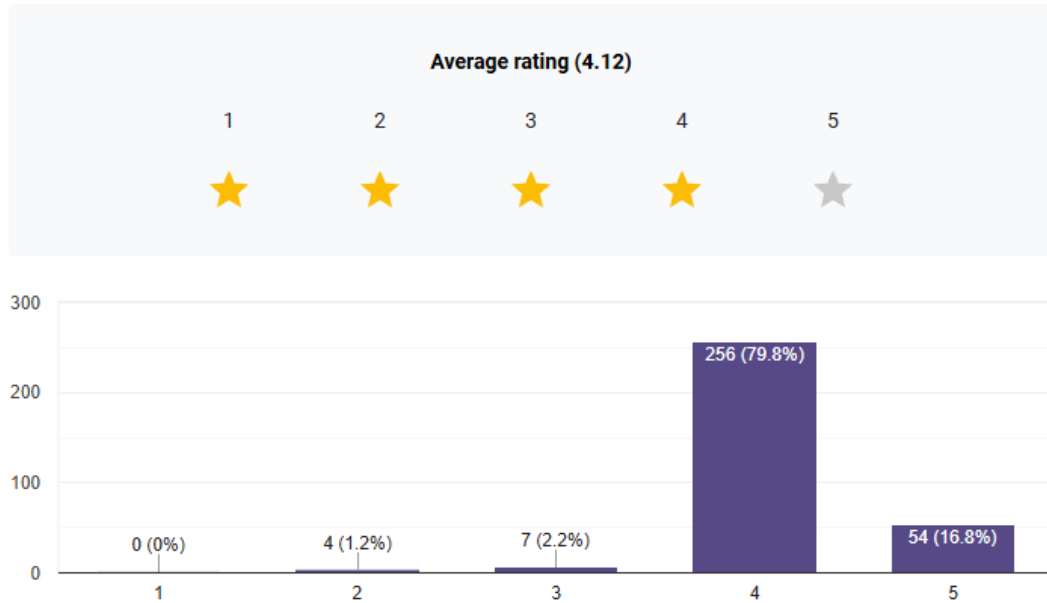


Figure 2.5. Responses for the question “How would you rate the quality of the food? (5 – excellent 1 – poor)” (N=321)

The quality of the food is significantly important for a restaurant to keep customer flow constant and people interested. “Gan Bei City – Panorama” restaurant food quality was rated on average by 4.12 points out of 5, in survey 4-star rating was overwhelming. Food quality is above average but there is still space for improvement for the company.

321 responses

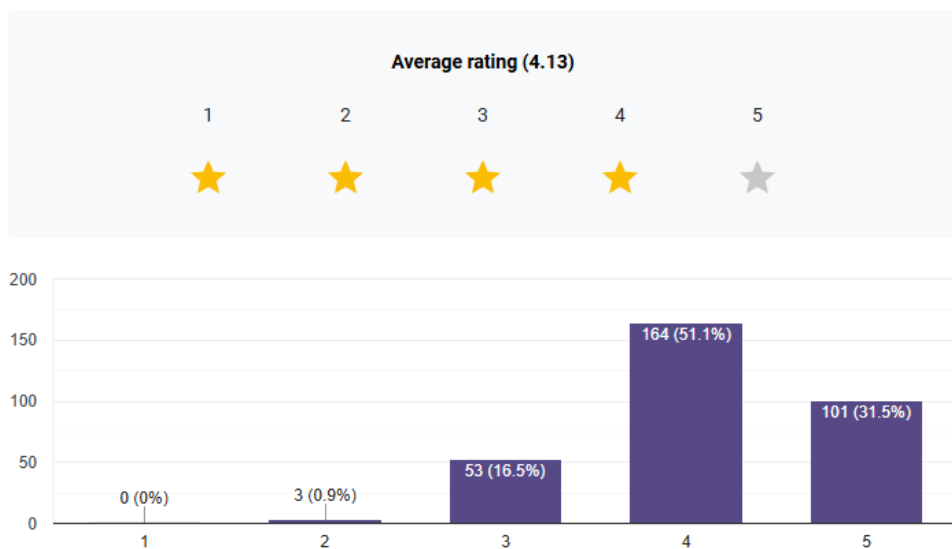


Figure 2.6. Responses for the question “How would you rate the service provided by the staff? (5 – excellent 1 – poor)” (N=321)

Service quality by responses averaged 4.11 out of 5. The quality of service varies between 3 and 5 and as a sit-down restaurant the quality of service is a big part of the fully functional restaurant. Improvement of service can improve overall customer satisfaction.

321 responses

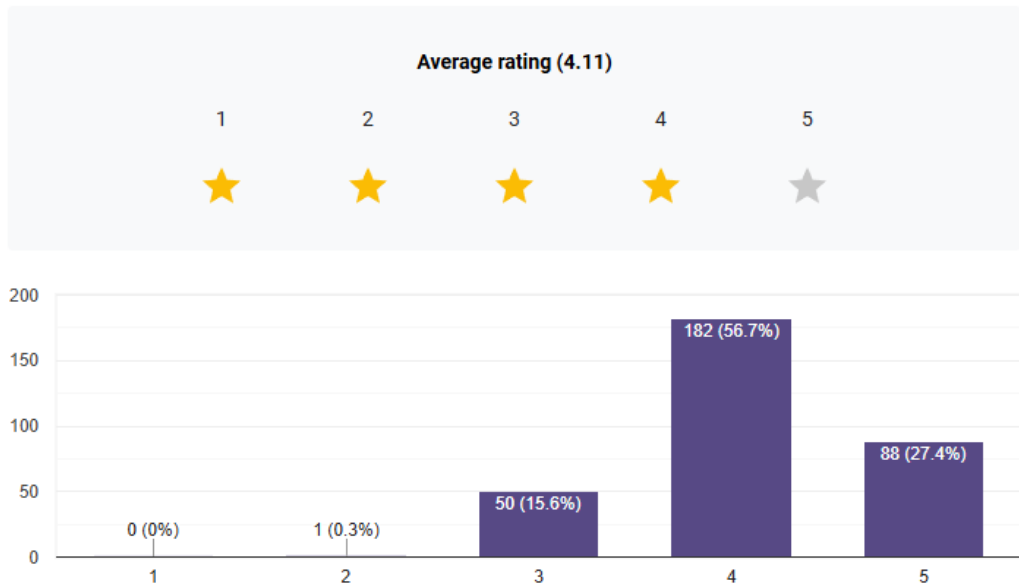


Figure 2.7. Responses for the question “How satisfied are you with the restaurant’s ambiance (cleanliness, decor, atmosphere)? (5 – excellent 1– poor)” (N=321)

Cleanliness and ambience of restaurant averaged 4.13 out of 5. Maintaining restaurant spotless is required as a business that provides customers with cooked meals, customers will enjoy meals in a pleasant environment.

321 responses

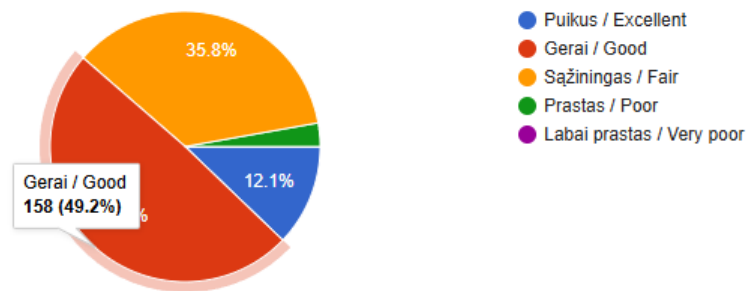


Figure 2.8. Responses for the question “How would you rate the value for money at “Gan bei city – Panorama””? (N=321)

Almost half of responders consider value per money has a good rating and over 30% consider it fair, which shows that the overall pricing of the menu is well balanced but there is still space to improve.

321 responses

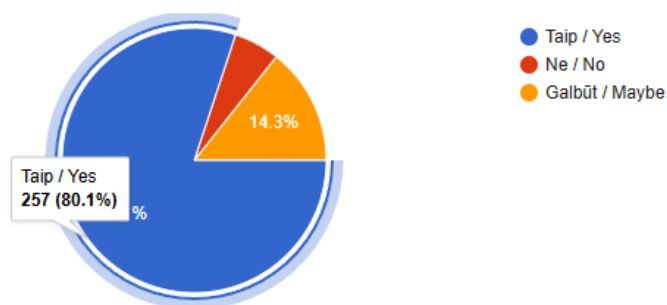


Figure 2.9. Responses for the question “Would you be interested in seasonal menu specials?” (N=321)

Over 80% of respondents confirmed that they would be interested in the seasonal menu. Interest in the seasonal menu from customers is quite significant. Creating a seasonal menu can increase customer interest during the off season.

The research findings confirm the presence of seasonal fluctuation as a persistent and measurable phenomenon affecting the operations of "Gan bei city – Panorama" restaurant. Through qualitative interviews with senior staff and quantitative survey responses from customers, an understanding of the causes, patterns, and impacts of seasonal fluctuation was developed.

All participants in the interview unanimously agreed that the business experiences seasonal fluctuations that lead to noticeable increases or drops in foot traffic and revenue. Due to holiday celebrations, business gatherings, and an increase in indoor dining, the winter season more precisely, mid-November through early January, was shown to be the busiest time of year. Summer and early fall were regularly considered the least active times, mostly because of vacations and outdoor dining preferences.

The impact of these fluctuations was found to be multi-dimensional. From a managerial perspective, the director noted significant implications on staffing schedules, inventory control, financial planning, and overall operational efficiency. For service personnel, the fluctuations affected shift availability, tip-based income, and workload consistency, with the busy season offering financial benefits at the cost of physical exhaustion, while the slow season provided rest but reduced income. From a culinary standpoint, the head chef emphasized the need for menu simplification, food waste management, and adjusted purchasing strategies during off-peak periods to mitigate financial loss and maintain kitchen efficiency.

The quantitative survey reinforced these findings. Conducted during the spring season, the results showed that most respondents visit the restaurant monthly or a few times per year, with winter and spring identified as the most popular dining seasons. Summer and autumn were the least frequent periods, consistent with the internal observations. Nearly half of respondents felt the restaurant offered good value for money, and over 80% expressed interest in seasonal menu offerings,

suggesting clear support for the introduction of targeted seasonal promotions and seasonal menu as a method of reducing sales fluctuations.

### 3. DEVELOPING STRATEGIES REDUCING SEASONAL SALES FLUCTUATIONS AT “GAN BEI CITY – PANORAMA”

#### 3.1. Proposals and recommendations

Research has shown that seasonal sales fluctuations present a serious operational and financial problem for “Gan bei city – Panorama” restaurant. In certain months, especially over the summer and early fall, it results in unstable revenue, inefficient workers, and disengaged customers. A multifaceted approach is needed to solve this issue, as indicated by both the quantitative survey results and the qualitative insights from experienced staff. The following suggestions are made to improve resource usage all year long, stabilize revenue, boost customer engagement and reduce seasonal sales fluctuations.

Table 3.1. Overview of proposed Solutions and objectives

Proposals	Objective	Key Actions	Responsible Parties
Seasonal Menu Introduction	Increase customer interest and stabilize sales in off-peak seasons	Develop new dishes, test recipes, train staff, launch marketing campaigns	Head Chef, Kitchen Staff, Marketing Team
Customer Loyalty Program	Improve customer retention and encourage visits during slow periods	Create stamp card or digital system, offer targeted rewards, integrate with POS, promote program	Marketing, IT, Operations Manager
Collaboration with Panorama Mall	Drive foot traffic and increase visibility through joint promotions	Partner with stores, offer discounts for shared spending, coordinate cross-promotions	Director, Business Relations

**Seasonal menu introduction.** According to the survey, a seasonal menu would be of interest to more than 80% of customers. With such high interest from customers surveyed, it is beneficial to start serving a changing selection of seasonal foods, especially in the off-peak summer and early fall months. Seasonal menus draw attention, make customers interested and provide chances to showcase locally sourced, and fresh ingredients. In accordance with the weather and customer tastes, the menu can include fruit-based desserts, cold noodle dishes, or summer salads.

The marketing team and head chef must work together to implement this plan. Five to eight new dishes would be created each season as part of the development phase, which would then be followed by staff training, cost analysis, and testing. Seasonal menus should be heavily advertised both within the restaurant and on all social media channels, including meal delivery apps,

**Customer loyalty program.** A loyalty program boosts customer retention and encourages business returns. This could be a conventional stamp card or a digital app. Frequent customers can earn points that can be used for free desserts or discounts. To encourage a redistribution of client

traffic, additional bonuses can be offered for dining during slow months. The loyalty program needs to be incorporated into the current payment methods, be easy to use, set easy and understandable rules and needs to be promoted.

**Collaboration with Panorama mall and local stores.** Building strategic relationships with the mall's management and nearby retail tenants is made possible by the restaurant's placement inside Panorama Shopping Centre. These partnerships have the potential to boost consumer satisfaction, raise foot traffic for both parties, and offer promotions with extra value.

Mall shopping that offers restaurant discounts to customers who spend a certain amount on specific stores are examples of cross-promotional initiatives. For instance, if they spend €50 or more on fashion or electronics in stores, clients may be eligible for a 10% discount on their meals. These kinds of rewards strengthen customer loyalty to the dining and shopping culture and promote group engagement in the mall.

**Risks of proposed solutions.** Even though the proposed steps may help reduce seasonal sales fluctuations and improve financial stability, their implementation is not without risks. Early detection of potential barriers allows for prompt preventive action to be taken and minimize the negative effects on project results.

Table 3.2. Risk Assessment and Mitigation Plan

Proposals	Potential Risks	Mitigation Measures
Seasonal Menu	Dishes may not appeal to customers; higher food waste; complex inventory control	Conduct pilot testing, collect feedback, train kitchen staff thoroughly
Loyalty Program	Low participation; customer confusion; loss due to overly generous discounts	Design simple rules, clear communication, monitor performance, adjust reward system as needed
Mall Collaboration	Misaligned timing or objectives with mall; low customer turnout	Develop clear cooperation strategy, ensure regular coordination and aligned promotional calendar

**Seasonal menu risks.** The introduction of a seasonal menu increases the likelihood that the dishes on offer will not be popular with the intended customer interest. If the dishes are not properly tested or poorly presented, it may result in ineffective use of products and higher costs. Frequent menu updates can also complicate production and inventory control. To minimize these risks, it is crucial to perform pilot experiments, involve customers, and properly train kitchen employees.

**Customer loyalty program risks.** Customer satisfaction and involvement are key to the success of loyalty programs. If the program is too complicated or not clearly stated, it could be that it will not get enough attention. In addition, overly generous discounts can have a negative effect on company results, particularly when applied to unprofitable orders. To avoid these difficulties, the schemes terms and conditions must be specific, concise, and the program itself is attractive to

consumers. In addition, it is also necessary to track the program’s progress and rewrite its layout if necessary.

**Collaboration with mall risks.** Cooperation with an external partner, the Panorama shopping center, may be subject to risks of inconsistency in coordination and common objectives. The success of the marketing campaigns will depend on the synchronization of communication and actions between both parties. If the mall's footfall remains insufficient or if the campaigns are not carried out at the optimal time, the final effect may be limited. To avoid this, it is essential to establish a clear cooperation strategy, communicate regularly and ensure mutual commitment.

The success of all the measures must not only be based on quality implementation, but also on adequate preparation for potential risks. The preparation of risk management plans, phased implementation and feedback analysis will ensure smooth project implementation and maximum impact in achieving seasonality reduction objectives.

### 3.2. Budget

Creating a seasonal menu will require a head chef to create at least 5 dishes to have variety for customers and increase their interest.

Table 3.3. Price division for seasonal menu creation

Activity components	Cost in €	Total in €
Raw ingredients	150.00	
Head chef compensation	100.00	
Staff training	100.00	
Marketing	95.00	
Print materials	50.00	
		495.00

To start with creating new dishes for the seasonal menu, head chef needs to plan out dishes and get access to the ingredients to try and test. After the conversation with the restaurant head chef, for creating new dishes it would need additional time and resources, to cover for the extra time chef will charge 100 euro. For the raw ingredients for testing and training staff, the budget is needed of 150 euro. With the creating and testing new dishes the head chef must train staff how to make them properly, it will need raw ingredients, and additional work must be compensated, the training course will take around 2 hours, and to train 5 cooks it will cost 100 euro.

After the creation of dishes, the marketing team needs to design a menu and promote it on social media and restaurant websites. The seasonal menu must have a physical copy for each table, the restaurant has 50 tables so it’s required to have one for each table, the cost of a single copy is one euro, making fifty copies will cost an additional 50 euros.

Implementing a loyalty program requires several key components - from design to integration into the POS system. Table 3.2 shows the estimated costs of implementing this system. The program is designed to encourage customer return and increase visitor traffic during the low season.

Table 3.4. Loyalty program system setup price

Activity components	Cost in €	Total in €
Stamp system design	120.00	465.00
Printing	150.00	
Marketing	95.00	
POS integration	100.00	

Creating a loyalty program with stamp system will require creating stamping card design, implementing how it works, printing out physical copies to give out to customers, create marketing promotions and integrate this program into POS system. Designing stamp cards with functioning design, reward structure and rules of loyalty system will cost 120 euros and take around 2 days to create, polish and publish. Loyalty card stamps can be received if the customer bill is over 20 euros, after gathering 5 stamps, the loyalty card can be exchanged for 15% discount for a bill that is not over 100 euros, any amount over 100 euros will not be susceptible for a discount. Different discounts do not stack.

For program to work restaurant needs physical cards to give out to customers, size of the cards is similar to business cards size, based on <https://www.copypro.lt/en/for-business/business-cards> to create 1000 copies of black and white cards will cost 150 euros. To get interest from customers it is needed to market it properly, social media and creating a flyer for restaurant entrance, restaurant marketing team will charge 95 euros. To be able to apply loyalty program discount it must be implemented in restaurant POS system and minimal charge for modifying POS system for company is 100 euros.

The restaurant's cooperation with Panorama Shopping Centre includes joint advertising and events. Table 3.3 shows the estimated costs of this cooperation. Such initiatives help to attract new customers through the supermarket's streams and promotions.

Table 3.5. Mall collaboration price

Activity components	Cost in €	Total in €
Collaboration fee	150.00	270.00
Marketing	120.00	

This cost is to support joint promotion in effort to boost customer traffic during low season. Collaboration fee covers participation for mall-organized seasonal events, cost covering things such as promotional calendar, branding effort, administrative fees for mall advertising campaign.

Marketing represents share of exposure of mall partnership promotions, that include, design and print of flyers, posters or a digital banner. Social media is also needed for advertising for a wider audience.

Table 3.4 shows the total cost of implementing all the proposed measures - the seasonal menu, the loyalty program and the cooperation - including a 10% contingency reserve. This amount reflects the financial basis of the whole project and allows an assessment of the return on investment.

Table 3.6. Total price for projects

Activity components	Cost in €	Total in €
Seasonal menu	495.00	
Loyalty program	465.00	
Mall collaboration	270.00	
Contingency reserve (10%)	123.00	
		1353.00

The total price of all proposals would be 1353 euros including 10% contingency reserve. Overall budget is relatively modest and with all propositions can help to minimize seasonal sale fluctuations during low season, improving overall restaurant revenue.

The implementation of the solutions presented requires clearly planned financial resources. According to the initial plan, the total cost of the three main measures - seasonal menu, loyalty program and cooperation with the supermarket - amounts to € 1353. This amount includes the main costs of running the activities and a 10% contingency reserve. However, to plan more accurately, it is necessary to foresee alternative budget scenarios and possible additional costs. The breakdown of the costs is shown in Table 3.6.

**Alternative budget scenarios.** Minimum, realistic and maximum budget scenarios can be developed considering possible supply, staffing or technological factors.

Table 3.7. Alternative Budget Scenarios

Scenario	Description	Estimated Cost (€)
Minimal	Only basic measures implemented, without additional marketing efforts	~1,100.00
Realistic (planned)	All three proposed measures implemented with basic promotional support	1,353.00
Maximum	Includes additional marketing, IT support, and design services	~1,650.00

These scenarios allow for more flexible budget planning, depending on the progress of the project and possible adjustments. Although the budget includes a 10% contingency reserve, there may be some additional costs depending on circumstances

Table 3.8. Potential Additional Expenses

Expense Category	Description	Estimated Cost (€)
Additional social media marketing	To reach a wider audience during off-season periods	50.00–100.00
IT integration or system support	For digital loyalty program implementation or POS system integration	100.00–200.00
Additional staff training	If adaptation is needed for new menu items or service standards	50.00–80.00
Print or digital design services	For the creation of additional visual marketing materials	30.00–70.00

These costs are not essential, but their likelihood must be assessed at the time of budget planning.

### 3.3. Timetable for implementation of the project

Table 3.9 provides a timetable for the implementation of each phase of the proposed project, with specific activities, timeframes and responsible teams. A clear mapping of the activities ensures smooth coordination of the processes and timely delivery of the expected results.

Table 3.9. Timetable for implementation of projects

Project	Stage	Month	Start day	completion day	Responsible team
Seasonal menu	Design	June	1	6	Head chef, kitchen staff, marketing team
	Testing		4	8	
	Implementing		9	10	
Loyalty program	Design	June	2	5	Marketing team, IT, operation manager
	Implementation		9	10	
Mall collaboration	Design	June-August	-	-	Director, business relations
	Implementation		-	-	
Monitoring and adjustments	-	June-August	1	31	All departments mentioned above

Project implementation will start in June, with the creation of seasonal menu in responsibilities of kitchen staff and marketing team for creating physical menu copy and advertising. The head chef will start creating new seasonal dishes in the 1st week of June and start testing them in the middle of the same week following the start of the new week. Testing will start in the middle of design stage as it may require adjustments after testing out dishes. At the end of the design stage, the marketing team with the given information will create a menu design and print physical copies before

the implementation stage ends. After the testing stage is completed the head chef will train kitchen staff how to make new dishes.

During off-seasons it will be most reasonable to implement a loyalty program for customers to increase traffic flow. To start, we will need to implement a set of rules on how the loyalty program works, so there would not be any loopholes in the promotion that would affect the restaurant negatively. The stamp system will be relatively easy to use as it requires a card and a stamp. Promotion will be available for all customers who spend 20 euros or more, this minimal spending will help to prevent customers from buying the least expensive item and acquiring stamps for a discount. From June 2<sup>nd</sup> until June 5<sup>th</sup> the stamp card needs to be designed by the marketing team and promoted on social media platforms, on June 9<sup>th</sup> the discount can be integrated into the POS system and launched to the public on June 10<sup>th</sup>.

With the collaboration with Panorama mall, the restaurant's power in deciding on dates is limited, as events that are extending over the whole mall are overseen by shopping mall management. During the summer season there are public holidays that are commonly celebrated by the country. It is highly advised to participate in the mall's provided events as it will bring significant foot traffic towards the restaurant. Public holidays that happen during the summer are Father's Day, St. John's Day, Coronation Day and Assumption Day. Creating a special promotion or a discount for a specific day can significantly boost foot traffic, the collaboration fee is relatively reasonable, and it will help to advertise the restaurant to a wider audience.

Some delays or disruptions may occur during implementation. Time delays may be caused by a lack of human resources, technical difficulties in system integration or inconsistent communication between partners. To avoid disruptions, a certain time buffer is foreseen for each task to allow for a more flexible response to possible disruptions. It is also advised that regular team meetings are organized to assess progress, discuss problems and decide on corrections.

It is important to note that all activities are interlinked. For example, a loyalty program promotion can only be effective when the system is fully prepared and running smoothly. The launch of a seasonal menu should be coordinated with the launch of a collaborative campaign in the shopping center to achieve maximum customer attention. Monitoring and adjustments of all activities must be carried out continuously from 1 June to 31 August to react in time to customer behavior and feedback.

### **3.4. Economic justification of the project part**

The total estimated cost for implementing proposed projects that aims to reduce seasonal sales fluctuations at "Gan bei city – Panorama" restaurant is 1353 euros, with the creation of a seasonal menu, a loyalty program for customers and incentivizing collaborations with the shopping mall. From the economic viewpoint, this investment amount is modest, compared to monthly restaurant revenues.

All projects are directed to gain direct or indirect returns that would contribute and benefit “Gan bei city – Panorama” restaurant and help to reduce seasonal fluctuations during slow seasons.

Table 3.6 provides an estimate of the revenue gap caused by seasonality and calculates the potential additional revenue return from the implementation of the proposed solutions. This analysis allows an assessment of the project's cost-effectiveness and return on investment in the short term.

Table 3.10. Projected Revenue Recovery

Metric	Value/description
Seasonal revenue drop	~30%
Revenue difference between January and June	€53,000.00
Estimate recovery target (10% of lost revenue)	€5,300.00 per month
Total projected additional revenue (3months)	€15,900.00
Total estimated projects cost	€1,353.00

Seasonal fluctuations in sales were pointed out in the revenue difference during peak season and off season, confirmed by experienced restaurant workers and surveyed customers pointed out that most common visiting season is winter and spring. From the revenue tables provided in **Table 2.2** and **Table 2.3** we can indicate that overall revenue falls by 30% during the off season. If by implementing provided projects success will reach at least 10% off the lost revenue due to seasonal fluctuations. If we consider the revenue difference between January and June months, the difference would be roughly 53 thousand euros and 10% for that is 5.3 thousand euros in additional revenue, considering projects being implemented for 3 months that additional 15.9 thousand euros, which would cover the project’s cost. This return on investment (ROI) strengthens the rationale for implementing cost-efficient, targeted interventions.

Table 3.11. ROI scenario 1: pessimistic (5% net profit margin)

Metric	Value (€)
Projected net profit (5%)	795.00
Loyalty program cost	465.00
ROI formula	$(\text{Net Profit} - \text{Cost}) / \text{Cost} \times 100$
ROI calculation	$(795 - 465) / 465 \times 100$
Return on Investment (ROI)	~70.97%

Even in the pessimistic scenario with a 5% net profit margin, the loyalty program shows a positive return of nearly 71%, confirming that the initiative remains financially viable even under conservative assumptions.

A ROI calculation was carried out using a realistic net profit margin of 8.15%, which represents the restaurant's performance in 2023, to more precisely assess the loyalty program's financial viability.

Table 3.12. ROI scenario 2: realistic (8.15% net profit margin)

Metric	Value (€)
Projected net profit (8.15%)	1,295.85
Loyalty program cost	465.00
ROI formula	$(\text{Net Profit} - \text{Cost}) / \text{Cost} \times 100$
ROI calculation	$(1,295.85 - 465) / 465 \times 100$
Return on Investment (ROI)	~178.68%

The findings indicate that the loyalty program would yield a return of roughly 178.68% at a net profit margin of 8.15%. This demonstrates the high profitability of the expenditure and supports the suggestion that the program be put into place as part of a larger plan to reduce seasonal fluctuations in sales.

In an optimistic scenario, where the net profit margin increases to 10%, the financial return from the loyalty program is expected to be even more favorable. The table below presents the ROI calculation under these improved conditions.

Table 3.13. ROI scenario 3: optimistic (10% net profit margin)

Metric	Value (€)
Projected net profit (10%)	1,590.00
Loyalty program cost	465.00
ROI formula	$(\text{Net Profit} - \text{Cost}) / \text{Cost} \times 100$
ROI calculation	$(1,590 - 465) / 465 \times 100$
Return on Investment (ROI)	~241.94%

The ROI increases to about 241.94% with a 10% net profit margin, meaning that the loyalty program has the potential to more than double the initial investment. This impressive outcome demonstrates the program's potential as a very effective way to increase profitability and lessen seasonal fluctuations in revenue.

The following table provides a financial assessment of a possible loyalty program based on the planned number of cards, cost structure and discounts. The forecast provides an indication of the revenue growth that the program can generate, while considering the potential costs of discounts and the overall economic effect.

Table 3.14. Loyalty program projection

Metric	Value
Total number of stamp cards	1,000
Stamps required per card	5
Minimum spending per stamp	€20.00
Minimum revenue to fill all cards	€100,000.00
Maximum bill eligible for discount	€100.00
Discount offered	15%
Potential revenue lost (discount)	€15,000.00
Revenue gained after discount	€85,000.00
Total projected revenue	€185,000.00

Loyalty program with stamp cards. Restaurant with 1000 stamp cards and it requires 5 stamps to fill in whole card, as the minimal spent value per stamp is 20 euros; to fill in all stamps minimal total revenue must reach 100 thousand euros. With the maximum bill amount to apply discount is 100 euros considering 15% discount restaurant will lose 15 thousand euros and gain an additional 85 thousand euros, totaling 185 thousand euros in revenue if all stamp cards were to be used only for minimal input and maximal output.

Survey that was conducted during the research period from Figure 2.9 we can see that more than 80% of responders are interested in seasonal menu items. With such a positive response it is highly likely that seasonal menu items will attract a significant clientele who would like to try out new dishes.

Considering the impact of seasonality on customer traffic, a calculation was made based on a 30% drop in visitors during the summer season. The table below shows the projected profit from the seasonal menu, considering customer interest and average profit per dish.

Table 3.15. Seasonal menu impact estimate (Off-Season)

Metric	Value
Daily unique customers (off-season)	$113 - 30\% = \sim 79$
% who order seasonal items (est.)	16%
Customers ordering seasonal menu/day	$79 \times 16\% = \sim 13$
Average profit per seasonal dish	€5
Daily additional profit	$13 \times €5 = €63.28$
Monthly additional profit (30 days)	$30 \times €63.28 = €1,898.40$
3-month total profit	$3 \times €1,898.40 = €5,695.20$

Even with the reduction in the number of customers during the low season, the introduction of a seasonal menu could generate around €5,695.20 in additional net profit over three months. This result confirms that the measure can be financially efficient and make a significant contribution to reducing the impact of seasonality and maintaining business stability during periods of lower footfall.

To assess the theoretical impact of the cooperation with the supermarket, a financial calculation was carried out, based on the assumption that each of the five events would attract 200 additional customers for a total of 1 000 visitors. The table below shows the projected economic benefits.

Table 3.16. Estimated Financial Impact of Shopping Mall Collaboration (1,000 Customers)

Metric	Value
Additional customers (5 events)	1,000
Average spends per customer	€20.00
Total additional revenue (before discount)	€20,000.00
Discount applied (10%)	€2,000.00
Net revenue after discount	€18,000.00
Net profit (8.15% margin)	€1 467.00.00

Based on calculations, collaboration with the shopping mall could generate net profit around €1,467, even with a 10% customer discount.

Over a three-month period, the total expected net profit from all three initiatives is roughly €8232.20. This greatly outweighs the original expenses, demonstrating a robust return and bolstering the project's financial sustainability. Additionally, the long-term advantages—such as better cost control, less seasonal fluctuations in sales, and higher customer loyalty

## CONCLUSION

1. The theoretical analysis shows that the impact of seasonality on the restaurant sector is significant and has a direct impact on sales volumes, profitability and resource efficiency. The main drivers of seasonality are changes in customer behavior, weather, holidays and vacation periods. To stabilize revenues throughout the year, it is necessary to apply strategies of forward planning, flexible management and customer loyalty.

The study, which included staff interviews and a customer survey, revealed a clear seasonality trend at “Gan bei City – Panorama” restaurant. It was observed that attendance increases significantly during the winter season and decreases by up to 30% in the summer, which has a negative impact on the restaurants' business continuity, staff workload and financial performance.

2. Based on the study, a set of practical measures to reduce the impact of seasonality was proposed: the introduction of a seasonal menu, the development of a loyalty program and cooperation with Panorama shopping store. These measures focus on stimulating customer traffic in the off-peak season, increasing revenue and maintaining customer engagement.

The economic justification of the proposed solutions shows that the cost of implementing the projects (€ 1353) is relatively low and that the expected financial return is likely to be at least € 15 900 over a period of three months. In this way, the project not only contributes to balancing the workload and reducing costs, but also to the long-term financial success of the company. Even when adjusted net profit margin of 8.15%, this still yields an estimated ROI of 178.68%, confirming the cost-efficiency of the initiative.

3. Additionally, even with conservative assumptions like lower customer traffic and a net profit of €5 per dish, the addition of seasonal menu items during the off-season is expected to generate about €5695.20 in net profit. This demonstrates how the menu may maximize operational efficiency by coordinating production and inventory with seasonal changes, in addition to bringing in new clients. Based on five promotional events and the anticipated reaction of 1,000 additional clients, the partnership with the Panorama shopping mall is expected to result in an additional €1467 in net profit.

Over a three-month period, the total expected net profit from all three initiatives is roughly €8232.20. This greatly outweighs the original expenses, demonstrating a robust return and bolstering the project's financial sustainability. Additionally, the long-term advantages—such as better cost control, less seasonal fluctuations in sales, and higher customer loyalty

## SANTRAUKA

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### **BAIGIAMOJO DARBO PAVADINIMAS.** „GAN BEI CITY – PANORAMA“ SEZONINIŲ PARDAVIMO SVYRAVIMŲ MAŽINIMAS

**Temos aktualumas.** Restoranų sektoriui būdingas didelis veiklos nepastovumas, kurį lemia sezoniniai klientų paklausos svyravimai. Tokie išoriniai veiksniai kaip šventės, orai bei turizmo tendencijos sukuria aiškius piko ir ne sezono laikotarpius. Piko metu restoranų pajamos išauga, tačiau ne sezono metu pastebimai krenta, o tai kelia iššūkių planuojant išteklius, darbo jėgą ir siekiant išlaikyti finansinį stabilumą. Ši problema ypač aktuali restoranui „Gan bei city – Panorama“, kuriame žiemos sezono metu stebimas ženklus klientų skaičiaus padidėjimas, o vasarą žymus sumažėjimas.

**Problema..** Kaip sumažinti sezoninių pardavimų svyravimų poveikį restoranui „Gan bei city – Panorama“ ir stabilizuoti pajamas visus metus?

**Baigiamojo darbo tikslas.** Išanalizuoti sezoninių pardavimų svyravimų priežastis ir pasiūlyti sprendimus, padedančius sumažinti jų neigiamą poveikį restoranui „Gan bei city – Panorama“.

#### **Darbo uždaviniai.**

1. Parengti mokslinės literatūros apžvalgą, nagrinėjančią sezoninių pardavimų svyravimų ypatumus ir jų poveikį restoranų sektoriui.
2. Suformuoti ir pritaikyti tyrimo metodiką, skirtą identifikuoti sezoninių pardavimų mažėjimo priežastis bei atlikti restorano „Gan bei city – Panorama“ esamos situacijos analizę.
3. Pasiūlyti problemas sprendžiančius sprendimus ir praktines rekomendacijas, skirtas sezoniškumo poveikio mažinimui „Gan bei city – Panorama“ restorane.

#### **Tyrimo metodai.**

- Mokslinės literatūros analizė.
- Kokybinis mokslinis tyrimas.
- Klientų apklausa.

**Tyrimo rezultatai.** Tyrimas atskleidė, kad žiemos laikotarpiu restoranas generuoja didžiausias pajamas, o vasaros mėnesiais – mažiausias. Skirtumas tarp šių laikotarpių gali siekti iki 30 %. Interviu su darbuotojais ir klientų apklausa patvirtino sezoniškumo poveikį darbo krūviui, klientų srautams bei finansiniams rodikliams. Daugiau nei 80 % apklaustų klientų išreiškė susidomėjimą sezoniniu meniu, o tai rodo galimą teigiamą poveikį lankytojų pritraukimui ne sezono metu.

**Problemos sprendimo būdai.** Remiantis tyrimu, pasiūlyti trys pagrindiniai sprendimai: sezoninio meniu įvedimas, klientų lojalumo programos sukūrimas bei bendradarbiavimo su prekybos centro „Panorama“ parduotuvėmis stiprinimas. Šios priemonės orientuotos į klientų pritraukimą ne sezono metu ir pajamų stabilizavimą.

**Išvados.** Per trijų mėnesių laikotarpį bendras tikėtinas grynas pelnas iš visų trijų iniciatyvų yra maždaug 8232,20 EUR. Tai gerokai viršija pradines išlaidas, o tai rodo didelę gražą ir sustiprina projekto finansinį tvarumą. Be to, ilgalaikiai privalumai, tokie kaip geresnė sąnaudų kontrolė, mažesni sezoniniai pardavimų svyravimai ir didesnis klientų lojalumas

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## **ANNEXES**

**ANNEX 1. Questions for interview**

**ANNEX 2. Customer survey**

**QUESTIONS FOR INTERVIEW**

Question 1. *In past years was there seasonal fluctuation? And if so what was the main reason for them?*

Question 2. *During what period of the year would you consider the busiest and not so busy?*

Question 3. *What is the impact of seasonal fluctuation on restaurant?*

Question 4. *Were there any attempts to reduce seasonal fluctuation impact in the past?*

Question 5. *Are there any suggestions to reduce the impact of seasonal fluctuation?*

## CUSTOMER SURVEY

1. Kaip dažnai lankotės "Gan bei city - Panorama" restorane? / How often you visit "Gan bei city" - Panorama" restaurant? \*

- Pirmas vizitas / 1st time visit
- 1-2 kartus į metus / 1-2 time in a year
- Karta į mėnesį / once a month
- Kas savaitė / each week
- Kelis kartus į savaitę / more than once a week

2. Kuriuo metų laiku dažniausiai lankotės? / What time of year you usually visit more often? \*

- Pavasaris (Kovas - Gegužė) / Spring (March - May)
- Vasara (Birželis - Rūgpjūtis) / Summer (June - August)
- Ruduo (Rugsejis - Lapkritis) / Fall (September - November)
- Žiema (Gruodis - Vasaris) / Winter (December - February)
- Pirmas vizitas / 1st time visit

3. Kaip vertinate maisto kokybę? (5- labai gerai 1- labai blogai) / How would you rate the quality of the food? (5- excellent 1- poor) \*

- |   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| ☆ | ☆ | ☆ | ☆ | ☆ |

4. Kaip vertinate personalo teikiamas paslaugas? (5- labai gerai 1- labai blogai) / How would you rate the service provided by the staff? (5- excellent 1- poor) \*

- |   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| ☆ | ☆ | ☆ | ☆ | ☆ |

5. Kiek esate patenkinti restorano aplinka (švara, dekoru, atmosfera)?(5- labai gerai 1- labai blogai) / How satisfied are you with the restaurant's ambiance (cleanliness, decor, atmosphere)? (5- excellent 1- poor) \*

- |   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| ☆ | ☆ | ☆ | ☆ | ☆ |

6. Kaip vertinate kainos ir kokybės santykį „Gan Bei City - Panorama“? / How would you rate the value for money at "Gan Bei City Panorama"? \*

- Puikus / Excellent
- Gerai / Good
- Sąžiningas / Fair
- Prastas / Poor
- Labai prastas / Very poor

7. Ar jus domintų sezoniniai meniu pasiūlymai? / Would you be interested in seasonal menu specials? \*

- Taip / Yes
- Ne / No
- Galbūt / Maybe

8. Kiek tikėtina, kad rekomenduosite „Gan Bei City - Panorama“ kitiems? / How likely are you to recommend "Gan Bei City - Panorama" to others? \*

- :::
- 1    2    3    4    5
- Labai mažai tikėtina / Very unlikely                        Labai tikėtina / Very likely

9. Ką siūlytumėte patobulinti „Gan Bei City - Panorama“? (nebūtina) / What improvements would you suggest for "Gan Bei City - Panorama"? (optional)

Long answer text

10. Jūsų amžiaus grupė / Your age group \*

- Mažiau 18m. / Less than 18
- 18-23
- 24-29
- 30-35
- 36-41
- 42+



11. Jūsų lytis / Your gender \*

Moteris / Female

Vyras / Male

Kita / other