

**RESEARCH REPORT**

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## Strategies for Innovative Development of Hotel and Restaurant Enterprises in Ukraine

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### Abstract

**Purpose:** The goal is to find and implement innovative strategies for the development of hotel and restaurant enterprises in Ukraine. **Design / Methodology / Approach:** Analysis, synthesis and comparison. **Findings:** In modern conditions, hotel and restaurant management is an integral part of the hospitality industry. Today, this is a whole complex that determines the overall prospects for the development of all industries. In order to effectively and successfully solve a complex of tasks related to increasing competitiveness in the market, it is necessary to implement innovative strategies in the hotel and restaurant industry. An analysis of the trends in the development of the hospitality industry shows that companies that implement innovative methods and strategies in their activities are getting more and more growth. Taking into account the significant impact of innovative economic growth and prospective development of hospitality industry enterprises in modern conditions, it is appropriate to define innovative strategies as those that offer potential opportunities for increasing economic efficiency. **Originality / Value:** Researching innovative strategies in the hotel and restaurant industry of Ukraine, it is worth noting the high level of competition in the hospitality industry. This stimulates the search for new ways and elements of effective functioning. One of the main trends in this field is the development and application of various innovations that can be a powerful impetus for development in the hospitality industry. Innovative technologies are necessary for the viability and competitiveness of hotel and restaurant enterprises. In the process of introducing innovations at enterprises, changes occur that practically affect all aspects of their activities. **Practical Meaning:** The feasibility of implementing innovative strategies in the hotel and restaurant industry of Ukraine has been proven; the practical significance is the strengthening of the application of innovative strategies in practice. **Further Research:** Substantiating the application of innovative strategies in the hotel and restaurant industry of Ukraine.

### Keywords

innovations, strategies, hotel and restaurant business, innovative technologies, restaurant enterprises.

JEL Classification: F63, L83, O31, Z32.

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## НАУКОВЕ ПОВІДОМЛЕННЯ

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# Стратегії інноваційного розвитку готельно-ресторанних підприємств України

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## Анотація

**Мета.** Метою дослідження є пошук та впровадження інноваційних стратегій розвитку готельно-ресторанних підприємств України. **Дизайн / методи / підходи.** Використано такі методи дослідження, як аналіз, синтез і порівняння. **Результати.** У сучасних умовах готельне та ресторанне господарство є невід'ємною частиною індустрії гостинності. Це на сьогодні цілий комплекс, що визначає загальні перспективи розвитку всієї галузі. Для ефективного та успішного вирішення комплексу завдань щодо підвищення конкурентоспроможності на ринку, необхідно впроваджувати на практику інноваційні стратегії в готельно-ресторанному господарстві. Аналіз тенденцій розвитку індустрії гостинності показує, що підприємства, які впроваджують інноваційні методи та стратегії в свою діяльність, отримують дедалі більше зростання. Враховуючи значний вплив інноваційно-економічного зростання й перспективного розвитку підприємств індустрії гостинності в сучасних умовах доцільно визначити інноваційні стратегії як такі, які пропонують потенційні можливості збільшення економічної ефективності. **Оригінальність / цінність / наукова новизна.** Досліджуючи впровадження інноваційних стратегій готельно-ресторанної індустрії України, варто відзначити високий рівень конкуренції в індустрії гостинності. Це стимулює пошук нових способів і елементів ефективного функціонування. Одним із головних напрямків у цій сфері є розробка та застосування різноманітних інновацій, які можуть стати потужним поштовхом для розвитку індустрії гостинності. У процесі впровадження інновацій на підприємствах відбуваються зміни, які зачіпають практично всі сторони їх діяльності. **Практичне значення.** Доведено доцільність впровадження інноваційних стратегій у готельно-ресторанному господарстві України; практичне значення – посилення застосування інноваційних стратегій на практиці. **Подальші дослідження.** Обґрунтування шляхів застосування інноваційних стратегій у готельно-ресторанному господарстві України є подальшими дослідженнями автора.

## Ключові слова

інновації, стратегії, готельно-ресторанний бізнес, інноваційні технології, підприємства ресторанного господарства.

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## Introduction / Вступ

In today's conditions of globalization and intellectualization of all spheres of activity, innovative strategies and technologies in the field of service are the basis of effective competitiveness.

In the conditions of continuous economic changes, innovations become the main factor contributing to the dynamic development and increasing the efficiency of the operation of hotel and restaurant enterprises.

Ukrainian enterprises of the hotel and restaurant industry partly ensure the necessary quality of the provided services, which becomes the main factor of insufficient competitiveness in the domestic market and in European countries. Planning and organizing the activities of hotel and restaurant enterprises is an urgent problem, and it requires the application of innovative strategies and directions of prospective development in order to increase the level of competitiveness and the quality of the services provided. This will contribute to the activation of innovative processes in the sphere of the hotel and restaurant industry of Ukraine.

## Literature Review / Огляд літератури

Problems of the development of hotel and restaurant enterprises were dealt with by such domestic and foreign scientists as L. Ahafonova, & O. Ahafonova (2006), V. Arkhipova (2007), J. Balmer, & I. Thomson (2009), O. Borysova (2012), O. Hataliak, & N. Hanych (2012), M. Malska, O. Hataliak, & N. Hanych (2013), I. Mendela (2013), M. Reha (2014), K. Halasiuk (2015), A. Yakhter (2015), N. Yakymenko-Tereshchenko (2018), Yu. Felenchak (2019), V. Zinchenko (2019), N. Antoshkova (2020), L. Bovsh, & L. Hopkalo (2020).

However, some issues related to the application of innovative strategies are not sufficiently researched.

## Problem Statement / Постановка завдання

The task of the research is monitoring and analysis of innovative strategies and directions of prospective development of hotel and restaurant enterprises of Ukraine.

## Materials and Methods / Матеріали та методи

The research methods used are analysis, synthesis and comparison.

## Results and Discussion / Результати та обговорення

Innovative strategies and promising directions for the development of hotel and restaurant enterprises are extremely important in the process of managing hotel and restaurant complexes.

The innovation process is a set of procedures and means, with the help of which a scientific discovery, an idea is transformed into a social, including an educational innovation (Antoshkova, 2020, pp. 203–205). Thus, the activity that ensures the transformation of ideas into innovations, as well as forms the management system of this process, is an innovative activity (Mendela, 2013, pp. 125–129). With this approach, innovation is understood as the result of innovation, and the innovation process includes at least three stages: generating an idea (in a certain case – a scientific discovery), developing an idea in an applied aspect, implementing an innovation in practice (Ahafonova, & Ahafonova, 2006).

In the modern conditions of the development of the hospitality industry, one of the important factors of the efficiency of their activity is constant innovation in the process and a balanced development strategy.

Innovative strategies in the hotel and restaurant business are cost-effective and expedient under the condition of ensuring a high level of profitability, improving the service process, expanding the range of services, reducing costs, increasing the level of competitiveness, improving and optimizing the operation of all hotel or restaurant services.

The application of innovative strategies in the work process of hotel and restaurant enterprises allows them to compete qualitatively in the field of service. In the conditions of strong competition and rapidly changing situations on the market, it is very important not only to focus attention on the internal state of affairs of the enterprise, but also to develop a long-term strategy (Borysova, 2012, pp. 331–338).

In modern economic activity, constant innovation is necessary. Hotel and restaurant enterprises must provide all their services using modern and innovative methods. This is an important prerequisite for successful commercial activity, maintaining a constantly high level of competitiveness and improving the quality of service.

Selection of the optimal innovation strategy for a hotel or restaurant enterprise is carried out by its management based on the analysis of key factors characterizing its condition and the condition of the product portfolio (Bovsh, & Hopkalo, 2020, pp. 120–129).

Innovative strategy is the main condition for achieving the goals of enterprises in the service sector and is characterized by novelty, primarily for the enterprise (Hataliak, & Hanych, 2012, pp. 95–100). Application of innovative strategies in practical activities will enable hotel and restaurant enterprises to reach a higher level of development and ensure:

- efficiency of existence on the market, high level of competitiveness and promotion of hotel and restaurant enterprises;
- compliance with all modern requirements and needs of consumers of hotel and restaurant services;
- improving the image of the enterprise and the attractiveness of its services;
- creation of an attractive investment climate in the country to attract venture investments;
- formation of a base for attracting international tourist operators in the domestic market.

A hotel or restaurant enterprise that has chosen an innovative strategy for further development and increasing the efficiency of its activities must necessarily improve material and technical support, optimize the work of all services and divisions, improve the production base and the service delivery system, taking into account the needs and requirements of consumers. In parallel with this, management and organizational systems are being improved in hotel and restaurant enterprises, employees are raising their qualification level, and experienced managers and leaders are being recruited. These changes have a direct impact on improving the image of the hotel-restaurant enterprise on the market and allow realizing new market opportunities, entering new areas of activity that were previously inaccessible to it (Halasiuk, 2015, pp. 98–102). Each subsequent effectively implemented innovative strategy expands the possibilities of hotel and restaurant enterprises. Although, of course, there is a certain limit to development. It can, for example, be limited by the scale of activity (Yakhter, 2015, pp. 132–137).

Rapid economic development dictates constant updating and improvement of strategies of hotel and restaurant enterprises. The choice of innovative strategies remains with the management of the enterprise.

If we characterize the innovative strategies of hotel and restaurant enterprises, the following types are distinguished in this area (Ahafonova, & Ahafonova, 2006):

- offensive strategy;
- defence strategy;
- simulation strategy;
- dependent strategy;
- traditional strategy;
- occasion-based strategy or niche strategy

Vectors of development and implementation of innovative processes in the economic activity of enterprises of the hospitality industry can be implemented at the expense of:

- use of eco-innovative methods of economic activity;
- increasing the raw material base based on the involvement of ecological products, secondary processing products;

- progressive innovative strategies and the latest technologies;
- application of automated control and management systems.

## Conclusions / Висновки

Therefore, innovative strategic development of hotel and restaurant enterprises requires the presence of an innovative component and the desire to improve the process of activity planning. The introduction of innovative strategies will provide enterprises of the service sector with competitive advantages, as well as give an opportunity to satisfy the needs of consumers. The need to introduce innovations in the field of hotel and restaurant business is stimulated by competition and a number of other market requirements. The importance of their use is also determined by the changing demands of consumers. The introduction and diffusion of innovation becomes an objective necessity at all stages of the company's activity.

However, the selected innovative development strategies must necessarily correspond to the general strategy of hotel and restaurant enterprises.

## Author Contributions / Авторський внесок

Conceptualization and Design / концептуалізація та проектування: L. Neshchadym, G. Prayitno;  
Literature Review / огляд літератури: L. Neshchadym;  
Methodology and Validation / методологія та обґрунтування: L. Neshchadym;  
Formal Analysis / формальний аналіз: G. Prayitno;  
Investigation and Data Collection / розслідування та збір даних: L. Neshchadym;  
Data Analysis and Interpretation / аналіз та інтерпретація даних: G. Prayitno;  
Writing – Original Draft Preparation / написання – початковий варіант: L. Neshchadym;  
Writing – Review & Editing / написання – рецензування та редагування: G. Prayitno;  
Supervision / нагляд: G. Prayitno;  
Project Administration / адміністрування проекту: L. Neshchadym;  
Funding Acquisition / залучення фінансування: L. Neshchadym.

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