

ІНВЕСТИЦІЙНО-ІННОВАЦІЙНА ДІЯЛЬНІСТЬ

UDC 640:641/642:613.2

DOI: <https://doi.org/10.32782/2415-8801/2020-4.11>**Budiakova Olena**

Candidate of Economics,

Senior Lecturer of the Department of Economics and Services,

Kyiv National University of Technology and Design

ORCID: <https://orcid.org/0000-0001-6028-2650>**Shaposhnikova Olena**

Candidate of Sciences in Public Administration,

Associate Professor at the National Technical University Dniprovsk Polytechnic

ORCID: <https://orcid.org/0000-0001-9146-0069>INNOVATIVE APPROACHES IN HOTEL AND RESTAURANT
BUSINESS ENTREPRENEURSHIP

The current situation in the hotel and restaurant business of Ukraine is almost uncompetitive in the world market: weak material and technical base, which requires reconstruction or new construction of attractive objects for tourists, low level of service, lack of necessary entertainment industry, poor condition of historical monuments and culture, environmental issues, etc. Revival of development of hotel and restaurant business of Ukraine and overcoming of negative tendencies is possible by introduction of innovations. Intensification of the use of innovative approaches in the hotel and restaurant business will lead to the creation of a competitive hotel and restaurant industry in the country. The relevance and underdevelopment of innovative approaches in the hotel and restaurant business require that they be the subject of special research and be aimed at improving the development of enterprises in the hotel and restaurant business.

Keywords: innovations, hotels, restaurants, hotel and restaurant business.

ІННОВАЦІЙНІ ПІДХОДИ В ПІДПРИЄМНИЦТВІ
ГОТЕЛЬНО-РЕСТОРАННОГО БІЗНЕСУ**Будякова О.Ю.**

Київський національний університет технологій та дизайну

Шапошнікова О.М.

Національний технічний університет «Дніпровська політехніка»

Ситуація, що склалася у готельно-ресторанному бізнесі України, практично неконкурентоспроможна на світовому ринку: слабка матеріально-технічна база, яка потребує реконструкції або нового будівництва привабливих для туристів об'єктів, низький рівень сервісу, відсутність необхідної індустрії гостинності, екологічні проблеми тощо. Пожвавлення розвитку готельно-ресторанного бізнесу України та подолання негативних тенденцій можливо шляхом запровадження нововведень. Активізація використання інноваційних підходів у підприємстві готельно-ресторанного бізнесу призведе до створення конкурентоспроможної готельно-ресторанної індустрії країни. Основним інструментарієм інноваційної діяльності підприємств готельно-ресторанного бізнесу є запровадження послуг із новими якісними властивостями; використання нової техніки та технологій у наданні наявних послуг; використання ресурсів, що раніше не використовувалися в туристичній діяльності; зміни в організації надання традиційних туристичних послуг; вихід на нові ринки збуту продукту готельно-ресторанного бізнесу. Планування розвитку підприємств є одним із найважливіших елементів управління структурою бізнесу, діяльність якого характеризується високим рівнем інноваційності, високим ступенем ризику та здатністю адаптуватися до швидких змін зовнішніх умов. У статті актуалізовано, що інноваційна діяльність підприємств на відміну від інших видів діяльності підприємства має свої особливості та специфіку. Інновації в туристичній галузі, зокрема інноваційні підходи в готельному та ресторанному бізнесі, які мають якісну новизну, призводять до позитивних змін, що забезпечують стійке функціонування і розвиток готельно-ресторанного бізнесу та туристичних підприємств. Актуальність та недостатній ступінь розвитку інноваційних підходів до розвитку готельного та ресторанного бізнесу вимагають, щоб вони стали об'єктом спеціальних досліджень, в яких теоретичні аспекти поєднувалися б із практичними та були спрямовані на поліпшення розвитку підприємства в готельно-ресторанному бізнесі.

Ключові слова: інновації, готелі, ресторани, готельно-ресторанний бізнес.

Formulation of the problem. The development of the hotel and restaurant business is of great importance for the creation and modernization of the country's tourist infrastructure. According to most researchers, the main factor hindering the development of inbound tourism in Ukraine is the lack of tourism and hospitality industry that meets modern international standards. To overcome this problem, you need to use innovative approaches in the hotel and restaurant business.

Analysis of recent research and publications. The innovation process at the present stage of the country's development is a topical issue of the study. Problems related to the development of the hotel and restaurant business have been revealed in their works by such scientists as O. Davydova, L. Zavidna, V. Zaitseva, M. Malska, O. Lupich, H. Danko, N. Bilokin and others. But the issue of innovative approaches in the hotel and restaurant business needs further research.

Formulation of the goals of the article. The purpose and objectives of the article are to study innovative approaches in the hotel and restaurant business.

Presenting main material. Innovation is a set of actions and its practical result in using the achievements of scientific and scientific-technical activities in a particular field of science, technology, organization in order to improve the characteristics of the object of management. Thus, innovations reflect the processes of obtaining, accumulating and using new knowledge and new information. The content of innovative transformations is the crisis in the production organization, and the purpose of innovation management – to ensure life in pre-crisis, crisis and post-crisis situations. Innovation as a process or as a product can become one of the main sources of income of the enterprise, having a significant impact on increasing profits. In a mixed economy, innovations are a method of competition, as their introduction leads to lower production costs and increased profits, to the creation of new needs, to the inflow of money, to increase the image (rating) of new products, to open and capture new markets, including and external.

The innovation process is impossible without regular meetings of competent professionals, innovation agents and environmental professionals. These meetings help to gain new knowledge, fresh ideas and information about available resources.

From the point of view of O. Davydova, innovations in tourism are the result of the application of new in the tourism industry, which increases efficiency, leads to commercial profits and should ensure sustainable operation and development of the industry [1, p. 66]. According to V. Novikov, innovations in tourism are the result of actions aimed at creating a new or changing an existing tourism product, using new information and telecommunications technologies, improving transport or hotel services, developing new markets and introducing modern forms of organizational and management activities. Investigating the problems of innovation of tourist enterprises, V. Selyutin offers his own classification of innovations in tourism, dividing them by type of innovation into product, organizational and marketing innovations, by product-technological classification – into regular, niche, revolutionary and architectural innovations [2, p. 16–17]. According to V. Selyutin's research, the main tools of innovative activity of tourist enterprises are: new forms of recreation and

tourism; new types of accommodation; new tourist and excursion objects; new tourist and excursion routes; new types of services; entertainment; hotel and restaurant services; new types of booking and sales, new types of tourist advertising, new methods of personnel management and forms of organization [2, p. 193]. In general, scientists have developed a wide range of tools for innovative development of tourism enterprises in each of the types, areas of innovation of tourism enterprises. Thus, the main areas, types of innovations in tourism, which are most fully and in detail defined and researched in scientific works and found their practical implementation in the activities of tourism enterprises, are product, technological, marketing, organizational and managerial, service and logistics innovations [3, p. 147–155].

In modern researches of mechanisms of management of innovative development A. Knyazevych, O. Kraychuk [4, p. 47–48] note that the implementation of enterprise management functions is carried out using groups of organizational, legal, economic and psychological methods. Each group of methods includes tools for managing innovation development.

The Law of Ukraine "On Innovation" defines innovations as newly created (applied) and (or) improved competitive technologies, products or services, as well as organizational and technical solutions of production, administrative, commercial or other nature that significantly improve the structure and quality of production and (or) the social sphere; and innovative activity – as an activity aimed at solving and commercializing the results of research and development and leads to the release on the market of new competitive goods and services.

Technological methods include tools for managing innovation development, associated with the significant use of modern equipment and technologies, modern technical means of communication, and include both the preparation and use of technical and technological documentation necessary for innovation, and technical support, implementation processes innovation, application of "cloud technologies", modern systems of information exchange and communication, as the processes of innovation in the tourism business are directly related to the processes of integration, globalization, use of common, unified software, service network technologies and cooperation, cooperation within the functioning of the single tourism market, the interaction of which is carried out at the level of information exchange, and efficiency depends on the optimality and quality of technical and technological support of the exchange of this information and market interaction.

The group of administrative methods includes the tools necessary for the administration of innovation and the implementation of tactical and operational management of innovation, the process of monitoring indicators of innovation performance, issuing orders and directives, organizing control functions for innovation and implementation of innovation management mechanism.

The generalized data on classification of methods and tools of management on directions of innovative development of the enterprises of hotel and restaurant business are systematized in table 1.

Product innovations. The main in these innovations are: product research, analysis of the tourism market, the formation of the idea of an innovative product, innovation plan-

Table 1

The main classifications of management tools in the areas of innovative development of tourism enterprises

№	Innovations	Management tools
1	Product innovations	Product research, analysis of the tourist market, formation of the idea of an innovative product, planning of innovative activity; concluding agreements with partners on the formation and implementation of innovative products, budgeting of innovative activities; introduction of an innovative product; promotion of a new innovative product on the tourist market, training of personnel on promotion of an innovative product.
2	Technological innovations	Planning of innovative activity of enterprises of hotel and restaurant business; budgeting, financing; assessment of technical and technological potential of hotel and restaurant business enterprises, modernization, improvement of technical base, conclusion of contracts for connection to the tourist market networks and specialized software, establishment of necessary support, training, adaptation, motivation of personnel; adoption of regulations, orders, instructions, instructions for the introduction of technological innovations; performance monitoring.
3	Marketing innovations	Research, analysis and evaluation of the tourism market with the use of SWOT analysis methods, BCG matrix, McKinsey matrix, statistical data analysis, reporting; choice of innovative strategies, use of SPASE-analysis; innovation planning, budgeting and financing; branding of innovative services, agencies, brand promotion in the tourism market, organization and implementation of advertising campaigns, concluding agreements on brand promotion, organization of access to new markets, development of positioning and advertising models, development of interaction with innovation infrastructure; staff training, development of creative abilities, ideas, competencies.
4	Organizational management innovations	Development of internal innovation system; obtaining a license to carry out tourist activities; budgeting, financing; innovation planning; organization of connection to the general networks of tour operators; establishment of information-analytical work, exchange of information, conclusion of agreements with suppliers and contractors; application of outsourcing, technical and technological support; personnel training; development of cooperation, integration into the single market of tourist services.
5	Service innovations	Planning of service innovations, budgeting of financing, technical and technological re-equipment, training and motivation of the personnel, introduction of new decisions in the consumer interface; conclusion of agreements, contracts, organization of service innovations, introduction of service models taking into account culture and features of tourist and recreational zones.

ning. Attention should also be paid to concluding agreements with partners on the formation and implementation of innovative products, budgeting of innovative activities; introduction of an innovative product; promotion of a new innovative product on the tourist market, training of personnel on promotion of an innovative product.

Technological innovations. These innovations include: planning the innovation activities of the hotel and restaurant business; budgeting, financing; assessment of technical and technological potential of the enterprise of GRB, modernization, improvement of technical base, conclusion of contracts of connection to networks of the tourist market and the specialized software, installation of necessary software, training, adaptation, motivation of the personnel; adoption of regulations, orders, instructions, instructions for the introduction of technological innovations; performance monitoring.

Marketing innovations. At the present stage of development of hotel and restaurant business marketing innovations are the main and include research, analysis and evaluation of the tourism market with the use of SWOT-analysis methods, BCG matrix, McKinsey matrix, statistical data analysis, reporting; choice of innovative strategies, use of SPASE-analysis; innovation planning, budgeting and financing; branding of innovative services, agencies, brand promotion in the tourism market, organization and implementation of advertising campaigns, concluding agreements on brand promotion, organization of access to new markets, development of positioning and advertising models, development of interaction with innovation infrastructure; staff training, development of creative abilities, ideas.

Organizational and managerial innovations. In this area of innovation, the following measures should be noted: development of the internal innovation system; obtaining

a license to carry out tourist activities; budgeting, financing; innovation planning; organization of connection to the general networks of tour operators; establishment of information-analytical work, exchange of information, conclusion of agreements with suppliers and contractors; application of outsourcing, technical and technological support; personnel training; development of cooperation, integration into the single market of tourist services.

Service innovations are a new event in the hotel and restaurant business, which includes planning of service innovations, budgeting of financing, technical and technological re-equipment, staff training and motivation, implementation of new solutions in the consumer interface; conclusion of agreements, contracts, organization of service innovations, introduction of service models taking into account the culture and features of tourist and recreational areas [5, p. 8].

The results of research conducted by scientists make it possible to state that the features of the tools for managing the innovative development of hotel and restaurant business are the complex application of organizational, legal, economic, technological, socio-psychological and administrative methods and tools, active use of both analytical and organizational tools. Is the basis of sustainable innovation development. Of paramount importance are the tools for diagnosing innovative development as the potential of the hotel and restaurant business, and the state of innovative development and market conditions, tools and methods of analysis and evaluation, tools for further planning and development of innovation system, management mechanism, tools, methods and tools management of innovative development, interconnection and interaction of the system of innovative development of the enterprise with external and internal subjects of providing innovative development.

Various factors have a great influence on the innovation processes in the hotel and restaurant business, such as:

- state laws and legal acts that determine the economic and political principles of functioning of tourism enterprises, the development of state concepts of tourism development, the adoption of new regulations on socio-economic issues;
- new directions of development of science and technology, emergence of new technologies;
- economic and political situation in the world;
- innovations of international organizations, rules of economic relations, new forms of cooperation, decisions made by international and regional tourism organizations, new knowledge about tourism resources in different parts of the world;

change in the situation on the market of tourist services: the emergence of new tourist routes, the inconsistency of the proposed services to the needs of tourists, changes in the structure of demand, the emergence of new requirements for the quality of the tourist product by the consumer;

- introduction of innovations in the activities of industrial enterprises that are closely related to the tourism business (transport companies, hotels, health facilities, communications, etc.);
- the desire of travel companies to gain a foothold in the market, the struggle for survival;
- unexpected events: environmental and man-made disasters, terrorist acts, etc.

Thus, the introduction of innovations in the hotel and restaurant business is significantly influenced by the economic situation in the country, the social status of society, national legislation, as well as intergovernmental and international agreements. Therefore, the preconditions and reasons for the emergence of innovations in tourism in each country are different and have their own specifics.

In the hospitality industry, and in the hotel and restaurant business, innovative activities are developing in three main areas [6, p. 31]:

1. Introduction of innovations (organizational innovations) related to the development of entrepreneurship and tourism business in the system and management structure, including reorganization, acquisition of competing entities based on new equipment and advanced technologies, personnel policy (renewal and replacement of personnel composition, training system, retraining and incentives for employees), rational economic and financial activities (introduction of new forms of accounting and reporting).

2. Marketing innovations that meet the needs of target consumers or attract new customers.

3. Periodic innovations (product innovations), which are aimed at changing the consumer qualities of the tourist product, its positioning in the market.

Today, the most important characteristic of innovation is its novelty, which contributes to the hotel and restaurant business:

- expanding the range of potential consumers (tourists);
- changing the needs of the consumer and expanding the functionality of the tourism product (targeting not only tourists but also the local population).

Innovations in the hotel and restaurant business should include primarily those innovations that are accompanied by:

- restoration and development of spiritual and physical strength of tourists;
- qualitatively new changes in the tourism product;

- increasing the efficiency of tourism infrastructure;
- increasing the efficiency of management of sustainable operation and development of the tourism sector in the country;
- increasing the efficiency of the processes of formation, positioning and consumption of tourist services;
- progressive changes in factors of production (for example, reduction of transportation time due to the introduction of new high-speed modes of transport, improvement of working conditions of tourism workers, introduction of new progressive methods (mechanisms) of transformation of factors of production into services, etc.);
- increasing the image and competitiveness of tourism industry enterprises.

Thus, the innovation process – a complex process of creating, disseminating and using a new practical tool (innovation) to new or to improve the already known needs of people; at the same time, it is a process related to the introduction of innovation changes in the social and material environment where its life cycle takes place.

The main principles of innovation in the hotel and restaurant business are:

1. The principle of scientificity is to use scientific knowledge and methods to implement innovations that meet the needs of tourists.

2. The principle of systematization. The strategy of innovative development of the country's tourism industry should take into account the factors and conditions necessary to meet human needs for recreation, resource opportunities in the region (economic, financial, personnel, etc.), social impact on society, environmental factors.

3. The principle of conformity of innovations to the needs of tourists.

4. The principle of a positive result is to prevent unreasonable, ill-considered creation and implementation of innovations that pose a danger to both tourists and the biosphere and society as a whole.

5. The principle of immanence of investment processes. To conduct the necessary research, development and materialization of innovations, investment resources are used, the effectiveness of which is determined by the degree of importance and scale of innovation. After the commercial sale, the funds are returned to the investor and in the future can be reinvested in the innovation process.

6. Correspondence of innovative activity and its results to the level of development of society. Innovations that do not correspond to a particular stage of development for a particular society cannot be beneficial and in demand.

7. The principle of connectivity. The innovation process ends with the appearance on the market of goods, which at a certain stage of its life cycle should cause the need (stimulate the idea) to create the next innovation and provide financial support for this process.

8. The principle of safety. Any innovation must guarantee the safety of man and the environment. The organization of the process involves the probability of harm and measures to eliminate negative impacts.

Conclusions and prospects for further research. Thus, innovative activities in the hotel and restaurant business are aimed at creating a new or changing an existing product, improving hotel, restaurant and other services, developing new markets, introducing advanced information and telecommunications technologies and modern forms of organizational and management activities.

References:

1. Davidova O. (2015) Osoblyvosti zastosuvannya innovatsii u rozvytku turystychnoi haluzi Ukrainy [Features of application of innovations in development of tourist branch of Ukraine]. *Visnyk KNU im. T. Shevchenko. Ekonomika* [Bulletin of KNU. T. Shevchenko. Economy]. Kiev, no. 7(172), pp. 65–69.
2. Selyutin V.M., Yatsun L.M., Andrienko G.V., Selyutin S.V. (2016) *Upravlinnia innovatsiinoiu diialnist turystychnykh pidpriemstv: monohrafiia* [Management of innovative activity of tourist enterprises: monograph]. Kharkiv: KhDUHT. (in Ukrainian)
3. Kalchenko O. (2011) Teoretychni aspekty innovatsiinoi diialnosti pidpriemstv turystychnoi haluzi [Theoretical aspects of innovative activity of tourism enterprise]. *Visnyk Chernihivskoho derzhavnoho tekhnolohichnoho universytetu: zb. nauk. prats* [Bulletin of Chernihiv State Technological University: Coll. Science. Works]. Chernihiv: ChSTU, no. 4(54), pp. 147–155.
4. Knyazevich A.O. (2011) *Mekhanizmy upravlinnia innovatsiynym rozvytkom: monohrafiia* [Mechanisms of management of innovative development: monograph]. Rivne: Publisher O. Zen, 136 p. (in Ukrainian)
5. Biletska I.M. (2018) Klasyfikatsiia metodiv ta instrumentiv upravlinnia za napriamamy innovatsiinoho rozvytku pidpriemstv turystychnoi sfery [Classification of management methods and tools in the areas of innovative development of tourism enterprises]. *Pryazovskiy ekonomichnyi visnyk* [Priazovsky Economic Bulletin], vol. 5(10), pp. 3–8.
6. Garbera O.E. (2009) Osnovni teoretychni ta praktychni aspekty innovatsiinoi diialnosti v turystychnomu hospodarstvi Ukrainy [The main theoretical and practical aspects of innovation in the tourism industry of Ukraine]. *Investytsii: praktyka ta dosvid* [Investments: practice and experience], no. 23, pp. 29–32.

Список використаних джерел:

1. Давидова О. Особливості застосування інновацій у розвитку туристичної галузі України. *Вісник КНУ ім. Т. Шевченко. Економіка*. 2015. № 7(172). С. 65–69.
2. Управління інноваційною діяльністю туристичних підприємств : монографія / В.М. Селютін та ін. Харків : ХДУХТ, 2016. 255 с.
3. Кальченко О. Теоретичні аспекти інноваційної діяльності підприємств туристичної галузі. *Вісник Чернігівського державного технологічного університету*. 2011. № 4(54). С. 147–155.
4. Князевич А.О., Крайчук О.В. Механізми управління інноваційним розвитком : монографія. Рівне : Видавець О. Зень, 2011. 136 с.
5. Білецька І.М. Класифікація методів та інструментів управління за напрямками інноваційного розвитку підприємств туристичної сфери. *Приазовський економічний вісник*. 2018. Вип. 5(10). С. 3–8.
6. Гарбера О.Є. Основні теоретичні та практичні аспекти інноваційної діяльності в туристичному господарстві України. *Інвестиції: практика та досвід*. 2009. № 23. С. 29–32.

E-mail: bud1971@ukr.net