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IMPLEMENTATION OF INNOVATIVE TECHNOLOGIES IN HOSPITALITY ENTERPRISES

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Abstract. In a rapidly changing, highly competitive technological environment, the hospitality industry must continually improve its services and business processes. Guests expect fast, personalized, and technologically convenient service, which requires implementing innovative solutions at every stage of customer interaction with the company. The use of digital technologies, namely, mobile applications, automated management systems, contactless services, artificial intelligence, and IoT solutions in rooms, is becoming a key factor in the competitiveness of hospitality businesses. Innovative technologies enable improvements in service quality, cost optimization, enhanced guest and staff safety, and the development of long-term customer loyalty. Therefore, research into the implementation of innovative technologies in the hospitality industry is highly relevant, as it enables the identification of practical development tools, enhances competitiveness, and facilitates the sustainable operation of businesses in a dynamic market environment. The study is based on the hypothesis that the implementation of innovative technologies in hospitality enterprises leads to statistically and managerially significant improvements in operational efficiency, service quality, and competitiveness; however, the magnitude and sustainability of these effects are conditional on implementation quality, specifically, the alignment of technology initiatives with business strategy, the level of process integration and data governance, the availability of employee skills and change-management practices. The purpose of the study is to examine modern approaches and practical aspects of implementing innovative technologies in hospitality enterprises, assess their impact on operational efficiency, competitiveness, and service quality, and identify key organizational and external factors that enable or hinder successful implementation. Methods used include systematization, generalization, comparison, economic modeling, and case-study analysis. The findings indicate that innovative technologies in hospitality deliver the strongest results when implementation is treated as a coordinated transformation of processes, data, and human roles rather than as the deployment of isolated digital tools. For hospitality enterprises, the practical value of innovation is most visible in three areas: operational streamlining and cost control through automation and integrated platforms; service quality stabilization via faster, more reliable customer journeys and consistent service standards; competitiveness enhancement through analytics-driven decisions, stronger digital distribution, and personalized guest communication. In the Ukrainian context, these effects are particularly relevant because technology can support resilience and continuity under volatility

provided that adoption is staged, supported by workforce development, and governed by cybersecurity and data protection practices.
Keywords: innovation; digital technologies; hospitality industry; hotel business; digitalisation; automation; competitiveness; service; artificial intelligence; smart technologies.

ВПРОВАДЖЕННЯ ІННОВАЦІЙНИХ ТЕХНОЛОГІЙ В ДІЯЛЬНІСТЬ ПІДПРИЄМСТВА ІНДУСТРІЇ ГОСТИННОСТІ

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Анотація. У сучасних умовах стрімких технологічних змін та високої конкуренції індустрія гостинності стикається з необхідністю постійного вдосконалення сервісів і бізнес-процесів. Гості очікують швидкого, персоналізованого та технологічно зручного обслуговування, що зумовлює потребу в упровадженні інноваційних рішень на всіх етапах взаємодії клієнта з підприємством. Використання цифрових технологій – мобільних застосунків, автоматизованих систем управління, безконтактних сервісів, штучного інтелекту, IoT-рішень у номерах – стає ключовим фактором конкурентоспроможності підприємств гостинності. Інноваційні технології дозволяють підвищити якість сервісу, оптимізувати витрати, посилити безпеку гостей та персоналу, а також формувати довгострокову лояльність клієнтів. Отже, дослідження впровадження інноваційних технологій у діяльність підприємств індустрії гостинності є надзвичайно актуальним, адже дає змогу визначити ефективні інструменти розвитку, підвищити конкурентоспроможність та забезпечити стійке функціонування підприємств у динамічному ринковому середовищі. Дослідження ґрунтується на гіпотезі, що впровадження інноваційних технологій у підприємствах індустрії гостинності забезпечує статистично та управлінські значущі поліпшення операційної ефективності, якості обслуговування та конкурентоспроможності; однак масштаб і стійкість цих ефектів залежать від якості впровадження, зокрема від узгодженості технологічних ініціатив із бізнес-стратегією, рівня інтеграції процесів та управління даними, а також наявності у персоналу необхідних компетентностей і практик управління змінами. Мета дослідження дослідити сучасні підходи та практичні аспекти впровадження інноваційних технологій у підприємствах готельного бізнесу та оцінити їх вплив на операційну ефективність, конкурентоспроможність та якість послуг, а також визначити ключові організаційні та зовнішні фактори, що сприяють або перешкоджають успішному впровадженню. Методи дослідження включають систематизацію, узагальнення, порівняння, економічне моделювання та аналіз конкретних випадків. Результати дослідження свідчать, що інноваційні технології в індустрії гостинності забезпечують найвагоміші ефекти тоді, коли їх упровадження розглядається як узгоджена трансформація бізнес-процесів, даних і ролей персоналу, а не як точкове впровадження ізольованих цифрових інструментів. Для підприємств гостинності практична цінність інновацій найвиразніше проявляється у трьох

напрямах: оптимізація операційної діяльності та контроль витрат завдяки автоматизації й інтегрованим платформам; стабілізація якості обслуговування через швидші та надійніші клієнтські маршрути (customer journeys) і послідовні стандарти сервісу; підвищення конкурентоспроможності завдяки управлінським рішенням, що спираються на аналітику, посиленню цифрової дистрибуції та персоналізованій комунікації з гостями. В українському контексті ці ефекти є особливо актуальними, оскільки технології можуть підтримувати стійкість і безперервність діяльності в умовах нестабільності за умови поетапного впровадження, підкріпленого розвитком компетентностей персоналу та належними практиками кібербезпеки й захисту даних.

Ключові слова: інновації; цифрові технології; індустрія гостинності; готельний бізнес; цифровізація; автоматизація; конкурентоспроможність; сервіс; штучний інтелект; смарт-технології.

Statement of the problem and its relation to important scientific and practical tasks. The hotel and restaurant business is a strategically important sector of the modern economy, with a significant impact on the country's social and economic development. The modern hotel industry is facing intense competition, dynamic shifts in consumer demand, and the growing influence of digital technologies. Ensuring a stable customer base, increasing guest loyalty, and forming a positive brand image are becoming decisive factors in a company's success. In these conditions, traditional approaches to marketing and management no longer deliver the expected results, so there is a need to implement innovative solutions that combine personalized service, technological integration, and social interaction with customers. A crucial task for modern hotel businesses is to establish flexible communication systems that prioritize user experience and foster long-term cooperation with guests. This requires rethinking the role of digital tools, CRM systems, and mobile applications, as well as developing new loyalty formats that ensure sustainable growth in profitability and competitiveness. Consumers are increasingly demanding high-quality gastronomic and hotel services, as well as a variety of experiences. In such conditions, hotels' ability to quickly implement innovative technological solutions, ranging from mobile booking and contactless services to advanced room systems and data analytics, is a key factor in their competitiveness, economic efficiency, and guest service quality. Therefore, the study's results can serve as a basis for developing innovative development strategies for hotel and restaurant businesses, thereby contributing to their competitive advantage.

The purpose of the study is to examine modern approaches and practical aspects of implementing innovative technologies in hospitality enterprises, assess their impact on operational efficiency, competitiveness, and service quality, and identify key organizational and external factors that enable or hinder successful implementation.

Analysis of recent publications on the problem. International literature provides a robust conceptual map of innovative digital technologies transforming hospitality and tourism. Core contributions position artificial intelligence and robotics as central drivers of service redesign and productivity improvements across travel, hospitality, and leisure ecosystems (Koo et al., 2021). Building on this, research developed during and after the pandemic highlights the role of AI-enabled and robotic solutions in enabling touchless service delivery, reducing physical contact points while sustaining service continuity and perceived safety (Gaur et al., 2021). Technology adoption greatly reshapes processes, service architecture, and value creation (Iranmanesh et al., 2022). A complementary strategic perspective argues that digitalization outcomes depend on the alignment between technology investments and IT strategy, governance, and enterprise-wide change management (Wynn & Lam, 2023). From the demand side, studies examining tourists' perspectives on AI systems highlight acceptance conditions linked to perceived usefulness, convenience, privacy/security concerns, and service quality expectations (Sousa et al., 2024;

Kumawat et al., 2025). Additionally, a managerial-focused work frame views AI adoption as a transformational process that affects leadership practices, workforce structures, and long-term innovation capabilities, and identifies priority directions for future research on governance, ethics, and performance measurement (Shin et al., 2025).

National studies discuss digitalization in the hotel and restaurant business as a pathway to service modernization, operational efficiency, and market differentiation, while emphasizing gaps in resources, digital skills, and managerial readiness (Barna & Melnyk, 2025; Oliinyk et al., 2023; Akhmedova, 2025). Research focused on Ukraine examines how digital technologies influence the development of hospitality enterprises under changing economic conditions and competitive pressures (Pavlenchik et al., 2025; Akhmedova & Semikopenko, 2025) and analyses the impact of digitalisation trends on business actors more broadly (Tishchenko, 2025).

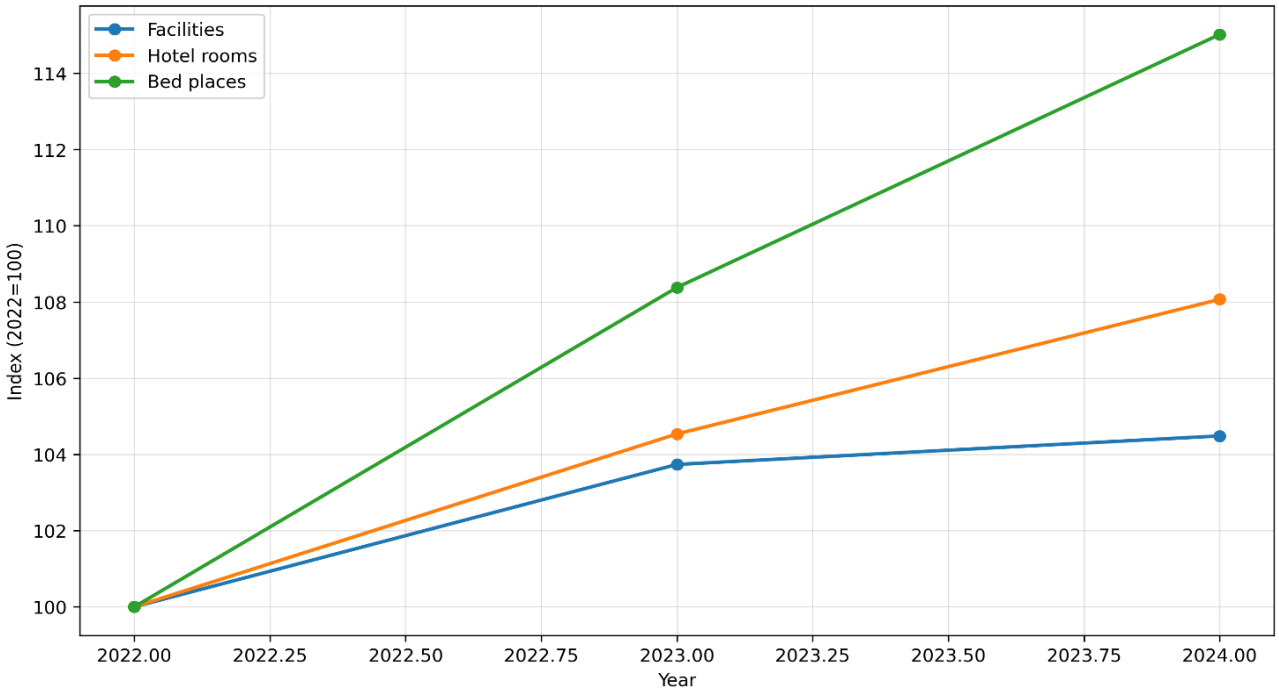
Statement of the main results and rationale. Innovative technologies have become a structural driver of transformation in hospitality enterprises, affecting not only the technical infrastructure of service delivery but also operational processes, workforce configuration, and the logic of customer value creation. In implementation terms, technological innovation in hospitality should be understood as a socio-technical system in which digital tools generate measurable effects only when they are strategically aligned, embedded into redesigned workflows, supported by organizational capabilities, and accepted by both employees and guests. This is particularly relevant for hospitality, where service outcomes and experiences are produced in real time and depend on the quality of interactions across multiple touchpoints (Akhmedova, 2025).

Recent evidence suggests that the implementation of innovative technologies has become a measurable determinant of operational efficiency and competitive positioning in hospitality enterprises. According to an Oracle report, 96% of hotel executives are investing in contactless technology, and 54% prioritise technologies that improve or eliminate the front-desk experience, signaling a structural shift toward low-touch, self-service service models that reduce service bottlenecks and labor dependence (Oracle, n.d.). In parallel, distribution and revenue processes are increasingly digital. Thus, D-EDGE estimates that digital channels account for ~60% of global hotel distribution revenue (based on 2019–2023 digital booking data), reinforcing the strategic importance of integrated booking engines, channel managers, and CRM-driven direct sales (D-DEDGE, n.d.). On the analytics side, a Lighthouse survey of 1,200+ hospitality professionals finds that 63% already use AI in some capacity for revenue management, indicating that algorithmic forecasting and AI-assisted pricing are moving from experimentation to routine managerial practice (Lighthouse, n.d.).

For Ukraine, official open data on collective accommodation facilities (excluding temporarily occupied territories) demonstrate that in 2024, legal entities in the sector operated 699 establishments, with 33,798 hotel rooms and 80,280 bed-places, accommodating 2.52 million guests and generating 5.60 million overnight stays; relative to 2022, recorded guest volume rose by approximately 42% and overnight stays by approx. 36%, which is consistent with gradual demand recovery alongside capacity optimization under wartime constraints (State Statistics Service of Ukraine, 2025; Statista, 2025), as presented in Fig. 1.

From a functional perspective, the current landscape of innovative technologies applied in hospitality enterprises can be structured into interconnected clusters. Customer-facing solutions, such as mobile check-in/out, digital keys, QR-based ordering, self-service kiosks, contactless payments, and AI-based conversational agents, aim to reduce friction and accelerate service cycles while enabling basic personalization at scale. Complementary back-of-house innovations include automation of administrative tasks (including software-based automation of repetitive operations), service robotics for routine logistics and support tasks, and digitally enabled housekeeping and facilities management (Sousa et al., 2024; Kumawat et al., 2025). In parallel, data and analytics technologies underpin revenue management, dynamic pricing, demand forecasting, and reputation

monitoring by systematically leveraging operational and customer data. Finally, integration and platform technologies (PMS/POS/CRM connectivity, channel management, API-based ecosystems) provide the necessary architecture for end-to-end process coordination, while cloud infrastructure, cybersecurity, and privacy controls form the foundational layer enabling stable and compliant technology use (Shin et al., 2025).



Source: compiled by authors based on (State Statistics Service of Ukraine).

Fig. 1. **Capacity dynamics in collective accommodation (legal entities), Ukraine, 2022–2024**

The implementation of these technologies typically follows one of several modern approaches, each reflecting different managerial priorities and risk conditions. The strategy- and architecture-driven approach emphasizes that technology adoption must be grounded in an enterprise IT strategy, governance rules, and an explicit target operating model; otherwise, digitalization tends to fragment and yield limited returns. In this approach, implementation decisions are anchored in clear operational or commercial objectives, such as improving labor productivity, increasing direct sales, enhancing service reliability, lowering energy costs, strengthening safety and compliance, and are operationalized through system integration, data governance, and performance control.

A second approach includes service design and customer journey optimization and starts from the guest experience, mapping technologies to critical touchpoints to reduce waiting time, increase transparency and convenience, and improve responsiveness (Pavlenchyk et al., 2025; Akhmedova & Semykopenko, 2025). Here, the main managerial task is to ensure that digital tools enhance hospitality value rather than weaken perceived warmth, trust, and personal attention; therefore, segmentation and differentiated service scenarios are essential.

A third, increasingly prominent approach is agile experimentation: enterprises pilot targeted tools within narrow processes and scale them only after achieving evidence-based improvements. This model is especially suitable for volatile environments, as it lowers investment risk, strengthens learning effects, and supports frontline acceptance through tangible early outcomes (Akhmedova, 2025). Across hospitality processes, implementation priorities reflect the duality of customer contact and operational complexity. In front-office and guest communication functions, technology is often deployed to accelerate standard procedures (check-in/out, ordering, payment, request

handling) while improving service consistency. However, successful implementation requires redesigning exception-handling and service-recovery protocols, because technology-driven service failures may lead to disproportionate dissatisfaction in high-contact settings. In housekeeping and facilities management, IoT solutions and digital task management can improve scheduling accuracy, reduce downtime through predictive maintenance, and lower resource consumption. Yet these benefits depend strongly on data quality, clear responsibility allocation, and integration between room-status systems and operational execution. In food-and-beverage operations, digital ordering, kitchen display systems, inventory analytics, and CRM-driven promotions can shorten order-to-serve times and stabilize service quality, while platform integration with delivery aggregators introduces new operational constraints that must be actively managed through capacity planning and margin control. Finally, revenue and demand management technologies improve decision quality under uncertainty, but they require reliable data, transparent pricing rules, and coordination between commercial teams and operations to avoid service degradation due to over-commitment.

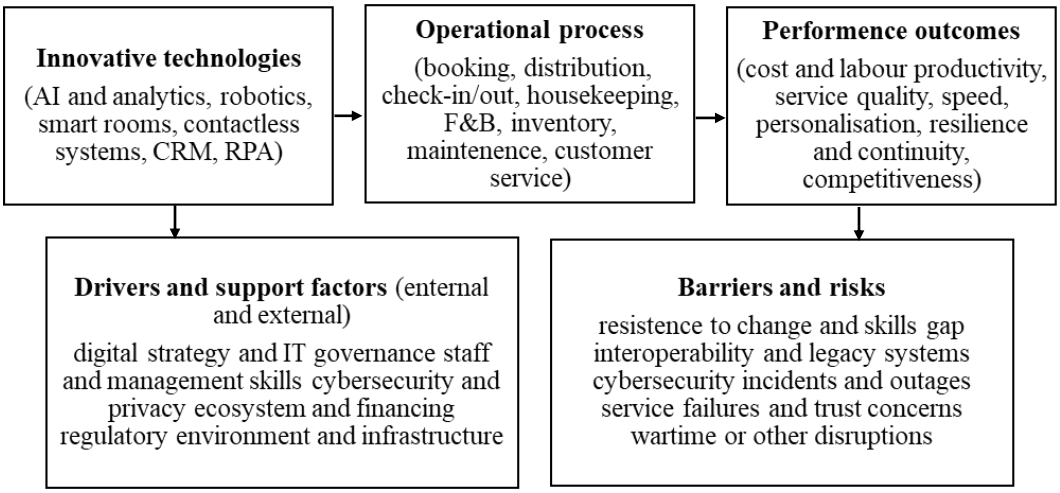
The effects of implementing innovative technology should be evaluated through a balanced logic that links operational efficiency, service quality, and competitiveness. Operational efficiency improvements typically arise through reduced manual workload, shorter service cycles, and better labour allocation based on forecasting, and decreased energy and maintenance costs. In hotels, relevant indicators include labour cost per occupied room, check-in time, maintenance response time, and energy cost per room; in restaurants, they include table turnover, order processing time, inventory variance, and the ratio of labour costs to sales (Oracle, n.d.). Service quality effects are reflected in customer satisfaction, complaint frequency and resolution speed, and online reputation dynamics; however, these outcomes may deteriorate if digitalisation reduces perceived care or introduces frequent system disruptions. Competitiveness gains are achieved when the enterprise uses technology not only to cut costs but also to increase differentiation and customer retention, for instance, by strengthening CRM routines, enhancing personalisation, improving reliability, and creating a stable service standard under labour market pressure. Importantly, competitiveness effects are typically mediated by the degree of integration: isolated digital tools may deliver local improvements, whereas integrated architecture enables scalable advantages across units and channels.

Implementation of success is conditioned by a set of organisational and external factors. Internally, the decisive enablers include leadership commitment and strategic clarity, process maturity and standardisation, workforce readiness supported by systematic training, and robust data governance. Change management plays a critical role because hospitality employees often perceive AI and automation through the lens of workload change, skill requirements, fairness, and potential job displacement; thus, implementation must be accompanied by role redesign, transparent communication, and involvement of frontline teams. Equally important is integration capacity: without interoperability between PMS/POS/CRM systems and supporting platforms, enterprises face duplicated work, inconsistent data, and limited analytical value. Externally, implementation is influenced by the reliability of digital infrastructure, the maturity of payment ecosystems, vendor availability and service-level guarantees, the regulatory environment (especially data privacy and cybersecurity requirements), and investment and financing conditions. In transformation economies and volatile contexts, these external constraints increase the relevance of modular architecture, staged investment, and risk management practices that ensure operational continuity.

The implementation logic of innovative technologies in hospitality enterprises is presented in fig. 2.

Taken together, the analysis indicates that implementing innovative technologies in hospitality enterprises should be conceptualised not as an episodic acquisition of digital tools but as a capability-building programme that links technology portfolios to business priorities, process

redesign, human factors, and continuous performance monitoring. A practical implementation logic, therefore, begins with readiness diagnosis (digital maturity, process bottlenecks, cybersecurity baseline), proceeds to the selection of an aligned technology portfolio and the redesign of workflows and roles, and then relies on pilot testing with measurable hypotheses before scaling under governance and integration standards. This approach supports the study's purpose by demonstrating how innovative technologies can produce sustainable improvements in operational efficiency, service quality, and competitiveness, while also clarifying the organisational and external conditions that enable or hinder successful implementation.



Source: compiled by authors based on (Shin et al., 2025; Akhmedova, 2025; Iranmanesh et al., 2022; Wynn & Lam, 2023).

Fig. 2. **Logic of innovative technologies implementation in hospitality enterprises**

Conclusions and prospects for further research. The findings indicate that innovative technologies in hospitality deliver the strongest results when implementation is treated as a coordinated transformation of processes, data, and human roles rather than as the deployment of isolated digital tools. For hospitality enterprises, the practical value of innovation is most visible in three areas:

- operational streamlining and cost control through automation and integrated platforms;
- service quality stabilisation via faster, more reliable customer journeys and consistent service standards;
- competitiveness enhancement through analytics-driven decisions, stronger digital distribution, and personalised guest communication. In the Ukrainian context, these effects are particularly relevant because technology can support resilience and continuity under volatility provided that adoption is staged, supported by workforce development, and governed by cybersecurity and data protection practices.

Future research will be focused on developing empirically testable models that link specific technologies, more precisely, contactless solutions, AI revenue management, CRM, IoT energy management, to measurable performance indicators such as productivity, satisfaction, reputation, and financial outcomes. Additional priorities include comparative studies across firm types and a deeper examination of workforce transformation, as well as the evaluation of ROI and risks under uncertainty, including cybersecurity and service failure scenarios.

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