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STRATEGY FORMATION FOR MANAGING THE DEVELOPMENT OF HOTEL AND RESTAURANT ENTERPRISE

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INTRODUCTION. The rapid development of the hospitality industry, increased market competition, as well as dynamic changes in technological innovation, globalisation, economic instability, and epidemiological challenges, require hotel and restaurant businesses to continuously seek effective ways to ensure stable operations and achieve a long-term competitive advantage. In today's environment, traditional management methods are no longer sufficient to guarantee success. The formation of a clear, well-founded, and flexible strategy for managing the development of hotel and restaurant enterprises is becoming a critically important factor in determining the ability of hotel and restaurant businesses to adapt to change, utilise their resources effectively, and achieve their goals. The paper relevance is also reinforced by the need to integrate Ukrainian hospitality enterprises into the global market and the necessity to improve the quality of their services in line with international standards.

THE HYPOTHESIS OF THE STUDY. In a crisis context, strategic management goes beyond conventional planning and evolves into an adaptive mechanism of continuous environmental scanning and rapid, evidence-based decision-making. Under such conditions, the role of strategic management increases substantially, since a well-formulated strategy enables enterprises not only to adapt to instability, but also to secure long-term growth, strengthen competitive positions, and enhance customer satisfaction.

THE PURPOSE OF THE STUDY is to identify key challenges and develop practical

recommendations for forming an effective strategy for managing the development of hotel and restaurant enterprise.

METHODS used include systematisation, generalisation, comparison, economic modelling, and case-study analysis.

CONCLUSIONS. The paper substantiates that the effective formation of a strategy for managing the development of a hotel and restaurant enterprise should be based on a flexible, continuously updated system that enhances competitiveness, fosters innovative activity, and promotes sustainability in the hospitality market. Based on a case study of the state enterprise "Hotel Complex "Kyiv", the research identifies persistent losses and managerial instability as key constraints that complicate the formation of long-horizon strategies and accountability in recent years. To address these issues, the paper proposes a staged logic of strategy implementation supported by a sequence from analytics and diagnosis to implementation, digital transformation, and growth, including a long-term trajectory toward rebranding and market repositioning.

Furthermore, the study emphasises that scaling and long-term development should be grounded in productivity growth through automation, modern technologies, and innovative management approaches.

KEYWORDS: competitiveness; development; digital technologies; hotel and restaurant enterprises; marketing; management; rebranding; strategy; strategic planning.

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ФОРМУВАННЯ СТРАТЕГІЇ УПРАВЛІННЯ РОЗВИТКОМ ГОТЕЛЬНО-РЕСТОРАННОГО ПІДПРИЄМСТВА

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ВСТУП. Швидкий розвиток індустрії гостинності, посилення конкуренції на ринку, а також динамічні зміни в області технологічних інновацій, глобалізації, економічної нестабільності та епідеміологічних викликів вимагають від готельних і ресторанних підприємств постійного пошуку ефективних способів забезпечення стабільної діяльності та досягнення довгострокової конкурентної переваги. У сучасних умовах традиційні методи управління вже не є достатніми для гарантування успіху. Формування чіткої, обґрунтованої та гнучкої стратегії управління розвитком готельних та ресторанних підприємств стає критично важливим фактором, що визначає здатність готельного та ресторанного бізнесу адаптуватися до змін, ефективно використовувати свої ресурси та досягати поставлених цілей. Актуальність роботи також підкріплюється необхідністю інтеграції українських підприємств готельного бізнесу в глобальний ринок та підвищення якості їх послуг відповідно до міжнародних стандартів.

ГІПОТЕЗА ДОСЛІДЖЕННЯ. У кризових умовах стратегічне управління виходить за межі традиційного планування і перетворюється на адаптивний механізм постійного сканування навколошнього середовища та швидкого прийняття рішень на основі фактичних даних. За таких умов роль стратегічного управління істотно зростає, оскільки добре сформульована стратегія дозволяє підприємствам не тільки адаптуватися до нестабільності, але й забезпечити довгострокове зростання, зміцнити конкурентні позиції та підвищити рівень задоволеності споживачів.

МЕТА ДОСЛІДЖЕННЯ полягає у визначенні ключових викликів та розробці

практичних рекомендацій щодо формування ефективної стратегії управління розвитком готельно-ресторанного підприємства.

МЕТОДИ ДОСЛІДЖЕННЯ включають систематизацію, узагальнення, порівняння, економічне моделювання та аналіз конкретних випадків.

ВИСНОВКИ. У статті обґрунтовано, що ефективне формування стратегії управління розвитком готельно-ресторанного підприємства має базуватися на гнучкій, постійно оновлюваній системі, яка підвищує конкурентоспроможність, сприяє інноваційній діяльності та забезпечує сталій розвиток на ринку гостинності. На основі аналізу конкретного готелю, а саме державного підприємства «Готельний комплекс «Київ», дослідження визначає постійні збитки та управлінську нестабільність як основні фактори, що ускладнюють формування довгострокових стратегій та підзвітність в останні роки. Для вирішення цих проблем у статті пропонується поетапна реалізація стратегії, що базується на послідовності кроків від аналітики та діагностики до впровадження, цифрової трансформації та зростання, включаючи довгострокову траєкторію ребрандингу та репозиціонування на ринку.

Крім того, у дослідженні підкреслюється, що масштабування та довгостроковий розвиток повинні ґрунтуватися на зростанні продуктивності за допомогою автоматизації, сучасних технологій та інноваційних підходів до управління.

КЛЮЧОВІ СЛОВА: конкурентоспроможність; розвиток; цифрові технології; готельно-ресторанне підприємство; маркетинг; менеджмент; ребрандинг; стратегія, стратегічне планування.

Statement of the problem and its relation to important scientific and practical tasks. The current conditions for the functioning and survival of domestic economic entities are characterised by unprecedented complexity and a high level of turbulence. The state of the national economy and the socio-political sphere, caused initially by the coronavirus pandemic and later by a full-scale invasion, creates a macroenvironment of increased unpredictability, which is a key obstacle to effective management. The lack of clear, stable economic and legal guidelines negates traditional methods of long-term and even medium-term planning. This complex of destabilising factors has led to a significant deterioration in the operating performance of most enterprises, including the hotel and restaurant sector. The most critical consequence is the mass closure of a substantial number of businesses, resulting in the restructuring of industry markets and increased social tension due to job losses. Thus, the survival and economic stability of hotels, restaurants, and other businesses in Ukraine have gone from being a planned task to a strategic imperative.

The hospitality industry under study is currently one of the key and dynamically progressing sectors in the global economy. Its development directly affects the tourist attractiveness of regions, employment, the formation of the investment climate, and the creation of added value in related industries, such as transportation, culture, entertainment, and trade. However, this industry is susceptible to external and internal changes, which require hotel and restaurant enterprises to be highly adaptable and take a strategic approach to managing their development.

At the same time, a key problem is that nowadays there are no universally accepted models or methodological approaches for developing strategies for hotel and restaurant businesses. Typical strategic management tools do not always take into account the specific characteristics of the industry, as well as its multi-component nature, high level of service interaction, dependence on the human factor, and regional market conditions. The operating conditions for enterprises in different countries and even individual regions also vary significantly: the level of tourist flow, the purchasing power of the population, the competitive environment, consumption traditions, the legislative framework and the degree of infrastructure development. That is why the chosen research topic is relevant and urgent.

The purpose of the study is to identify key challenges and develop practical recommendations for forming an effective strategy for managing the development of hotel and restaurant enterprises.

Analysis of recent publications on the problem. Strategic management issues have been addressed in the works of many scholars. Thus, the Ansoff Matrix is a strategic planning tool that helps companies determine their development paths by analysing the relationship between products and markets.

It has become a fundamental method in strategic management (Martinet, 2010). In parallel, Porter's competitive strategy framework positions industry structure, competitive forces, and deliberate positioning as core to building a sustainable advantage, which is highly relevant for hospitality markets with intense rivalry and low switching costs (Porter, 2020).

Recent international hospitality research shifts attention from "having a strategy" to how strategies are tested, adapted, and renewed in the face of uncertainty and crises. Work on strategy testing in hotels conceptualises strategy as an iterative learning process within the planning process, while crisis-oriented studies link innovation outcomes to leadership and dynamic capabilities, thus supporting the view that resilience depends on sensing, seizing, and reconfiguring resources (Köseoglu et al., 2025; Burton & Dickinger, 2025; Ratna et al., 2025).

A complementary stream connects strategy formation with operational and technological transformation: lean management research frames continuous improvement as a strategic route to efficiency and service quality, while studies on unmanned/intelligent hotels and technology-enabled restaurant service designs demonstrate that automation changes customer satisfaction mechanisms and requires strategic alignment of service design with perceived value (Chang et al., 2022; Perdomo-Verdecia et al., 2022; Park & Lehto, 2022).

Ukrainian scholarship operationalises these ideas for enterprise development through structured strategic planning logic (goal-setting, diagnostics, alternative selection, implementation and control), emphasising the need for coherent programs of development and measurable competitive advantages (Konenko & Sokolov, 2021; Kashchuk et al., 2023; Shevchuk, 2020). Sector-focused studies in the hotel and restaurant industry also underscore that strategy formation must account for volatility (e.g., pandemic shocks), demand seasonality, and service specificity, proposing staged approaches to strategy development tailored to hospitality enterprises (Tryhub & Taranych, 2021; Akhmedova & Yermakov, 2024).

It has also been emphasised that hospitality development strategies must integrate institutional and reputational dimensions: public governance under uncertainty influences sector conditions, while reputation is treated as a factor of enterprise safety and stability, which is especially relevant in high-risk environments (Sushchenko et al., 2023; Li et al., 2025).

For restaurants, the rise of online food delivery and integrated marketing strategies further expands the strategic toolkit toward platform-based demand generation and experience-driven sales growth (Shankar et al., 2022; Alrajhi, 2025).

However, some aspects require further research. More specifically, there is a lack of systematic analysis of strategic management methods in the hotel and restaurant sector in our country, particularly under the unprecedented challenges

of recent years, including digitalisation, changes in tourist flows, and the impact of pandemics and wars on the economy, consumer behaviour, and attitudes.

In addition, there is a need to adapt classic strategic models to the realities of the hotel and restaurant business, integrating innovative technologies. Methods for forming long-term competitive advantages and ensuring the financial stability of enterprises also require further research.

Statement of the main results and rationale. To develop and propose a strategy for managing the development of a hotel and restaurant enterprise, the authors have chosen the state enterprise "Hotel Complex "Kyiv" as a vivid example of the contemporary problems and challenges that hospitality enterprises are facing at the moment.

The analysis of the state enterprise "Hotel Complex "Kyiv" has been conducted, and current issues in the management strategy have been identified. In general, the hotel complex has good resources and opportunities, as it is state-funded and subordinate to the Administration of the Verkhovna Rada of Ukraine. Nevertheless, it has been incurring millions in losses annually in recent financial and economic reports, except for the 2024 report, due to a recalculation and a significant increase in asset value. The financial performance dynamics of the hotel complex are presented in Table 1.

Table 1
**Dynamics of financial indicators
of the state enterprise "Hotel Complex "Kyiv"**

№	Indicator	2024	2023	2022	2021	2020
1	Revenue	₴21 127 000	₴9 594 000	₴8 445 000	₴24 492 000	₴14 584 000
2	Profit	₴235 902 000	₴-6 618 000	₴-10 010 000	₴-1 214 000	₴-5 569 000
3	Assets	₴949 082 000	₴709 240 000	₴710 677 000	₴714 764 000	₴720 689 000
4	Liabilities	₴18 040 000	₴ 13 631 000	₴8 293 000	₴2 217 000	₴5 086 000
5	Average salary	₴20 597	₴12 996	₴8 795	₴11 139	—
6	Number of employees	42	45	61	64	—

Source: compiled by authors based on (Hotelnyi kompleks "Kyiv", n.d.; Opendatabot, n.d.).

Besides, over the past two years, four different directors have managed the state enterprise "Hotel Complex "Kyiv". It is evident that for any hired manager, it is impossible to develop a clear management strategy, as the strategic plan is drawn up in stages over several years. Only one person can be responsible under their permanent leadership for the work performed in accordance with the created development strategy.

Classical works on strategic management and planning suggest that a business can expand both through existing products and markets, as well as through the development of new segments or the introduction of innovative products. Using the matrix reduces risks, as each of the four areas of

development is considered separately and in detail (Martinet, 2010). In the context of a hotel and restaurant business, the Ansoff Matrix is particularly important as a tool for developing a growth strategy. A market penetration strategy may include loyalty programmes and improving the quality of service for existing customers. A product development strategy can be expressed through the introduction of new services, such as a spa centre in a hotel or a new cuisine format in a restaurant. A market development strategy involves entering international tourism platforms or opening branches in new cities. A diversification strategy may involve creating a line of souvenir products featuring the hotel and restaurant's logo or launching a related business for additional profit, such as catering, which is crucial for ensuring stable economic growth and increasing the company's competitiveness in the hospitality market.

The scientific developments of Michael Porter formed the basis for creating a competitive strategy matrix, which serves as a key methodological tool for justifying the strategic positioning of an enterprise. The primary concept of Michael Porter's strategic model is that achieving a sustainable level of profitability directly depends on an enterprise's ability to form and maintain a competitive advantage in its target market. Moreover, to outperform its competitors successfully, a company must choose and consistently implement one of three basic strategic alternatives, while avoiding being stuck in the middle, which leads to a dispersion of resources and a loss of positioning clarity (Porter, 2020). The development of a management strategy for a hotel and restaurant enterprise is impossible without determining its competitive positioning in the hospitality market. The differentiation strategy aims to create a unique and valuable offering for the consumer, enabling a premium price to be charged. For hotel and restaurant businesses, this could be an exclusive design, a high level of personalised service, a unique concept or the presence of a starred restaurant. A focus strategy in the hotel and restaurant business involves concentrating efforts on a narrow market segment and achieving leadership in it through either cost or differentiation.

Thus, for a hotel and restaurant business, it is most appropriate to view strategy as a detailed, system-oriented action plan aimed at achieving long-term goals, with mandatory consideration of the state, potential, and limitations of both the external and internal environments. A strategy cannot be static and must have flexible, integrated mechanisms for making adjustments in response to changes in the business environment and responding adequately to external challenges, such as changes in consumer preferences, regulatory restrictions and crises. The guarantee of a successful strategy is constant monitoring and the ability to quickly and adaptively adjust the chosen course.

Strategic management is a systematic process that involves accurately formulating the goals and objectives of the enterprise, taking into account its

interactions with the market environment. As a result, the company achieves agreed goals that correspond to its internal potential and external opportunities through the optimal allocation of resources and a focus on efficiency and results (Köseoglu et al., 2025).

Formulating a development strategy for an enterprise is a central function of strategic management, determining the trajectory of its long-term operation and development. This process allows for a systematic determination of the direction of an economic entity's behaviour in the market, taking into account external conditions and the predicted nature of their changes. The key purpose of the strategy is to ensure the adaptability and proactivity of hotel and restaurant businesses. The strategy performs several critically important functions, including assessing competitiveness, setting goals and optimising resources.

Authors believe that strategy formation for managing the development of hotel and restaurant enterprises should be carried out in several stages, as demonstrated in Table 2.

Table 2
**Stages of the strategy formation for managing the development
of a hotel and restaurant enterprise**

№	Stages of the strategy formation	Proposed measures and implementation methods
1	Analysis of external and internal environment	Identification of strengths and weaknesses, opportunities and threats affecting the hotel and restaurant business on the bases of all possible and accessible analyses and calculations
2	Definition of strategic goals	Goals should meet expectations and be focused on improving service quality, optimising costs, developing the customer base, and introducing innovations
3	Choosing a development strategy	1) Differentiation strategy (unique services, signature cuisine, exclusive service) 2) Innovation strategy (digitalisation of service, automation of processes) 3) Customer-oriented strategy (personalisation of services, loyalty programmes) 4) Combination of several strategies
4	Development of a personnel management system	An essential condition is the improvement of employee qualifications, enabling people to respond to the challenges of a new strategy. This includes the creation of a motivation system and the formation of a corporate service culture
5	Monitoring and adjustment of strategy	The service market is extremely dynamic, so the strategy must be flexible and adaptable to changes in the external environment

Source: compiled by authors based on (Köseoglu et al., 2025; Burton & Dickinger, 2025; Tryhub & Taranych, 2021; Li et al., 2025).

To identify areas for improvement in the development of a strategy for the state enterprise "Hotel Complex "Kyiv", the authors developed a programme of

initial specific measures and ways to implement them. The results are presented in Table 3, which includes the proposed measures, methods of implementation, and the expected effects of implementation.

Table 3
**Proposed measures for the initial development management strategy
of the state enterprise "Hotel Complex "Kyiv"**

Nº	Proposed measures	Ways of implementation	Expected effect of implementation
1	Diversification of activities	creation of a SPA zone; upgrading the fitness centre; introduction of a coworking space; opening of the tourist excursions centre	additional income; higher occupancy; greater recognition; attraction of new customer segments; increased tourist appeal
2	Implementation of a contemporary CRM system	personalisation of service; marketing automation; customer database analytics; review management	increased revenue through repeat bookings; staff time savings, increased revenue from advertising campaigns; cost optimisation and seasonal peak forecasting; improved ratings on online platforms and increased trust
3	Improving employee skills	online trainings; internships and practical training; language trainings	improving staff skills without significant costs; improving service quality and adapting to new standards; expanding the market to foreign tourists

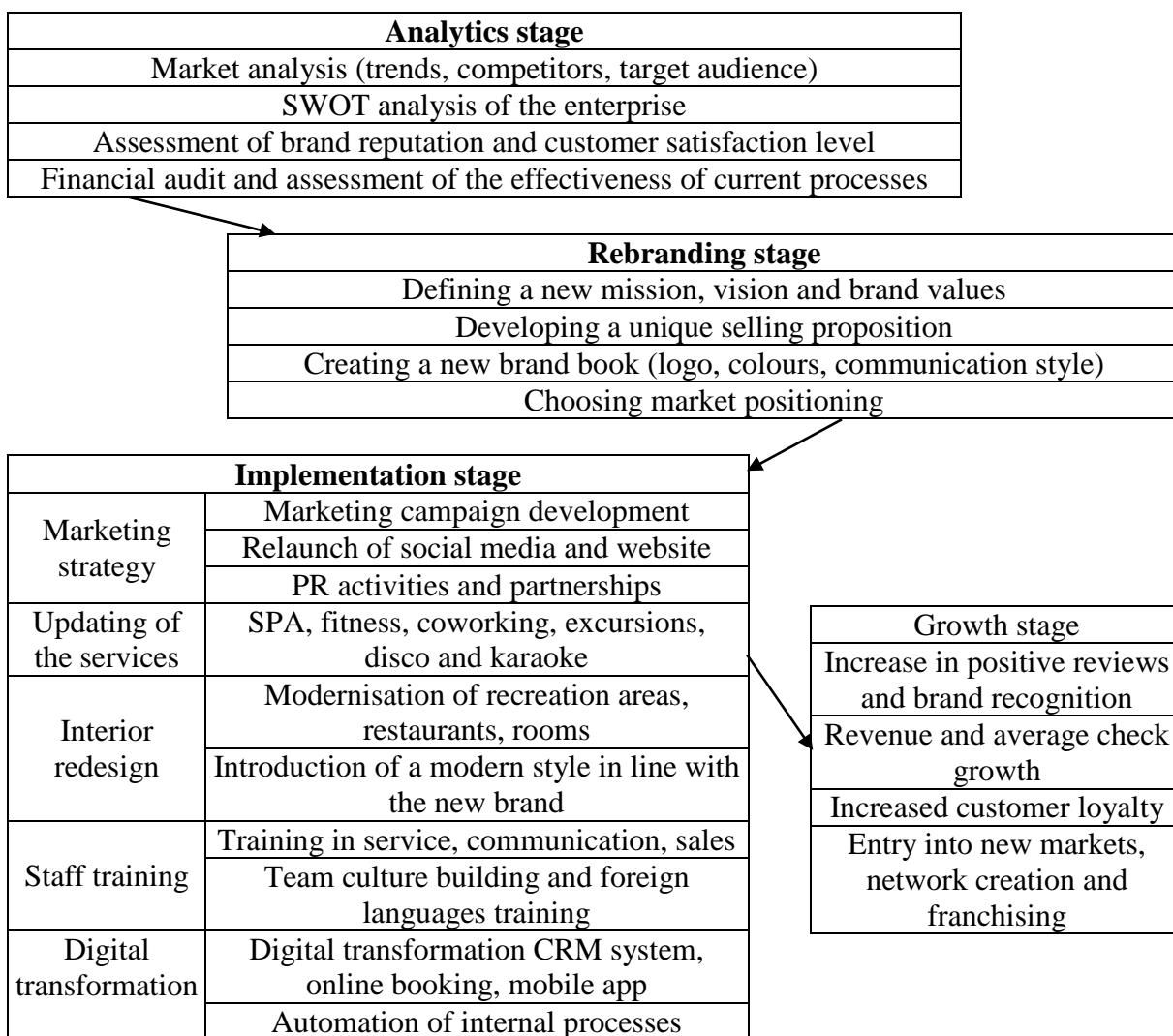
Source: compiled by authors.

Planning a strategy for managing a hotel and restaurant business is a complex and multifaceted process based on several fundamental principles that ensure the effective implementation of management decisions and the achievement of specific goals. The authors propose developing a project for a hotel and restaurant complex with long-term goals based on the state enterprise "Hotel Complex "Kyiv", which will be implemented after achieving the profitable short-term goals outlined in the initial proposals for measures to formulate a development management strategy (Li et al., 2025).

After a stable increase in the company's turnover and net profit, which is capable of attracting new investors for the further development of the hotel and restaurant complex, and to achieve the long-term goals set in the development management strategy, it is necessary to develop a phased plan, which is given in Fig. 1.

It is essential to emphasise here that when developing a management strategy for short-term goals, a step-by-step plan for long-term objectives should

be determined. This plan will be implemented if all the proposed stages are completed. The hotel and restaurant business becomes profitable, which in turn will attract the attention of investors for possible entry into new markets, the creation of an extensive network, and the prospect of additional franchise income.



Source: developed by authors.

Fig. 1. Formation of a management strategy for a hotel and restaurant complex

At the same time, it is worth remembering that the primary goal of scaling a hotel and restaurant business is to increase sales of hotel and restaurant products, which in turn should lead to increased profits, the ultimate objective of any entrepreneurial activity. The key aspect of scaling should be to increase productivity, which directly affects the efficiency of staff and business processes. This can be achieved through the automation of operations, the introduction of modern technologies, and the use of innovative management approaches etc.

Conclusions and prospects for further research. The formation of an effective strategy for managing the development of a hotel and restaurant enterprise is one of the key factors determining its competitiveness, innovative activity and sustainability in the modern hospitality market. In the context of intense global competition, dynamic changes in consumer behaviour and the impact of external risks, strategic management is of particular importance, as it enables the enterprise not only to respond to challenges, but also to stay ahead of trends by exploiting new opportunities for growth.

The study confirms that the hotel and restaurant sector operates in a highly turbulent environment where traditional long- and even medium-term planning is frequently undermined by macroeconomic and socio-political instability, making strategic management a survival imperative for enterprises.

Within this context, the paper substantiates that an effective development-management strategy should be treated as a flexible, continuously updated system that strengthens competitiveness, innovative activity, and sustainability in the hospitality market. Based on a case-study of the state enterprise "Hotel Complex "Kyiv", the research identifies persistent losses in recent years and managerial instability as key constraints that complicate long-horizon strategy formation and accountability. To address these issues, the paper proposes a staged logic of strategy implementation supported by a sequence from analytics and diagnosis to implementation, digital transformation, and growth, including a long-term trajectory toward rebranding and market repositioning.

Furthermore, the study emphasizes that scaling and long-term development should be grounded in productivity growth through automation, modern technologies, and innovative management approaches.

Further studies will be devoted to systematic empirical assessments of strategic management tools in Ukraine's hotel and restaurant sector under recent shocks (digitalisation shifts, tourist-flow changes, pandemic and wartime impacts).

Therefore, the formation of a strategy for managing the development of hospitality industry enterprises requires further practical integration of modern tools, which will ensure stable functioning, innovative renewal and long-term growth in the face of global challenges. Thus, the study has both significant scientific potential and obvious practical significance for hospitality industry enterprises.

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