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Review Paper

Modern, Innovative Approaches to Managing the Quality and Competitiveness of Hospitality and Tourism Businesses

Olga Oliinyk^{1*}, Olesia Dolynska², Olena Polova³, Olga Shykina⁴ and Olha Sliusarchuk⁵

¹Department of Tourism and Hotel and Restaurant Business, Ivan Ogienko Kamyans-Podilsky National University, Kamyans-Podilsky, Ukraine

²Department of Tourism, Theory and Methods of Physical Culture and Valeology, Humanitarian Faculty, Humanitarian-Pedagogical Academy, Khmelnytskyi, Ukraine

³Department of Business and Service industry, Vinnytsia National Agrarian University, Vinnytsia, Ukraine

⁴Department of Tourism, Hotel and Restaurant Business, Odesa National Economic University, Odesa, Ukraine

⁵Institute of Technology, Grantham College and University Centre, Grantham, Lincolnshire, Great Britain

*Corresponding author: o.s.chernuk@gmail.com (ORCID ID: 0000-0003-2370-3211)

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ABSTRACT

This study focuses on the study of current innovative approaches used for quality management and increasing the competitiveness of hotel, restaurant, and tourism enterprises. It has been determined that in the field of hospitality, the key success factor is the ability to satisfy the needs of customers, provide a high level of comfort, and effectively respond to changes in the household and the economic and cultural requirements of guests. The main part of the research focuses on the study of modern quality management systems in the hotel and restaurant business and their interaction with international standards, in particular the new versions of the ISO, OHSAS, and SA standards. It is emphasized that effective quality systems are not limited to compliance with individual requirements but also involve active participation in the improvement of all aspects of management and quality in the complex. In addition, innovative approaches to the promotion of hotel and restaurant services were identified, including the use of social media and marketing, as well as strategies for recruiting, training, and motivating staff. It is noted that innovations include not only technological innovations but also competitive strategies aimed at attracting and retaining customers. Research emphasizes the importance of the adaptability of hotel, restaurant, and tourism enterprises to changes in the external environment and constant improvement to ensure stable development in the conditions of the modern economic and socio-cultural context.

HIGHLIGHTS

- ① In the fiercely competitive landscape of the contemporary hospitality industry, the adoption of a quality management system, aligned with international standards and incorporating Total Quality Management (TQM) principles, is imperative for hotel, restaurant, and tourism enterprises to meet customer expectations and strategically position themselves for sustained success.
- ② The multifaceted nature of competitiveness management in the hotel and restaurant sector requires a balanced approach encompassing innovative strategies, adaptation to external conditions, and replication of successful practices. Effective management, involving continuous competitor analysis, service quality enhancement, and responsiveness to consumer preferences, not only ensures the survival of enterprises but also positions them to thrive and significantly impact the dynamic tourism market.

Keywords: Quality management, adaptation, tourism, enterprise, competitiveness, innovations, strategies, hotel and restaurant business, international standards

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In the contemporary dynamic business milieu, enterprises within the hotel, restaurant, and tourism sectors encounter a myriad of challenges. These challenges necessitate not only the provision of high-quality service but also an ongoing commitment to improvement and adaptability in response to change. Against the backdrop of escalating competition and the evolving aspirations of the modern consumer, the adoption of innovative approaches to the management of quality and competitiveness emerges as pivotal success factors within this domain.

Contemporary imperatives dictate that enterprises within the hotel and restaurant business, as well as the tourism sector, must integrate cutting-edge strategies and technologies. These initiatives are directed toward enhancing guest service, streamlining internal processes, and augmenting market competitiveness. The adoption of modern innovative approaches empowers these companies to dynamically address shifts in consumer perceptions concerning comfort, safety, and the distinctive nature of recreational experiences, thereby facilitating the creation of unique and memorable guest interactions.

The objective of this research article is to conduct an analysis and systematic categorization of contemporary strategies and standards within the hotel, restaurant, and tourism business. The aim is to discern the key aspects that play a pivotal role in determining the success and competitiveness of enterprises in these sectors.

Literature Review

In his scholarly contribution, Mazur, V. (2023) elucidated the theoretical underpinnings of service quality management within the hotel and restaurant industry, with a specific focus on its economic dimensions. The work delved into the significance of various methodologies, strategies, and tools employed in quality management. Furthermore, an examination was conducted on the impact of factors such as customer communication, the training of service personnel in the utilization of productive technologies, and the adoption of effective innovations. The paper underscores the multifaceted role of the hotel and restaurant business, not solely as a provider of accommodation and catering services, but also as a substantial

contributor to economic growth. It emphasizes the industry's role in fostering the development of related sectors including transportation, tourism, food delivery, as well as the organization of tours and animation services.

The research conducted by Diakonova, A., Titomir, L., and Zhovtyak, K. (2023) focuses on the analysis of innovative processes within the hotel and restaurant business, aiming to identify primary directions for innovative interventions that enhance enterprise efficiency. The study explores the influence of innovative technologies on service quality, particularly within the context of ongoing economic instability in Ukraine. The authors highlight the presence of management strategies within hotel and restaurant enterprises oriented towards bolstering competitiveness through innovation. Furthermore, the paper raises queries regarding the significance of innovative development within the hotel and restaurant industry in Ukraine, advocating the necessity of allocating special attention to this domain to ensure the competitiveness of enterprises on both national and international scales.

In the scientific investigation conducted by Nikitenko, K. (2023), strategies and recommendations for enhancing the management practices of hotel and restaurant enterprises have been discerned to augment their competitiveness within a dynamic tourist environment. The study meticulously examines the evolving trends in the criteria and expectations of tourists, emphasizing the imperative of aligning hotel and restaurant services with the changing realities of the industry. The author analyzes the impact of contemporary technologies on the enhancement of management processes and the assurance of a high standard of guest service. Moreover, the work presents strategies for the recruitment, training, and motivation of staff, all directed towards attaining elevated service standards and fostering a comfortable working environment. Grounded in the research findings, the author introduces innovative approaches to promote hotel and restaurant services, incorporating elements such as social media utilization and marketing methodologies.

The investigation conducted by Kovalchuk, T.G. (2019) identified pivotal trends in the evolution of the hotel and restaurant business, with a specific emphasis on global challenges that have gained

relevance in the recent past within this market segment. The author systematically analyzed the operational dynamics of the hotel and restaurant business in Ukraine, aiming to discern the factors exerting influence on the hospitality industry. Furthermore, the author delineated primary competitors for major enterprises and delved into emerging trends in the hospitality sector designed to address consumer needs and enhance ongoing competitiveness in the market.

Methodology

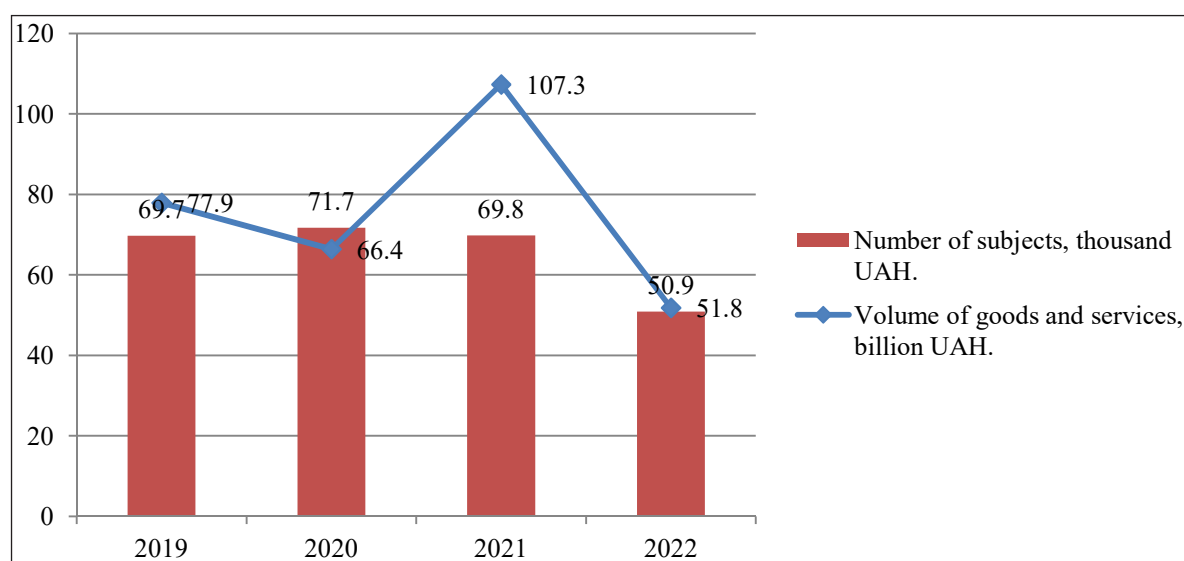
The research employed the following methodologies:

- ♦ *Analysis of literature sources:* Utilized to identify the principal challenges encountered by hotel, restaurant, and tourism enterprises within the framework of contemporary challenges and consumer expectations.
- ♦ *Systematization method:* Applied to classify and structure information concerning integrated management systems operating as cohesive structures that consider international standards.
- ♦ *Generalization method:* Employed to systemize and summarize information about prevailing standards within hotel, restaurant, and tourism enterprises in Ukraine.
- ♦ *Comparative analysis:* Utilized to ascertain optimal competitive strategies in the hotel, restaurant, and tourism business.

RESULTS AND DISCUSSION

In the contemporary milieu, characterized by swift technological advancements and escalating consumer demands, hotel, restaurant, and tourism enterprises find themselves perpetually challenged to adapt and enhance their offerings. Presently, these businesses are required not only to meet elevated service standards but also to promptly adjust to fluctuations in customer preferences and expectations. Innovative management strategies emerge as a pivotal element, enabling businesses not only to attract new customers but also to retain existing ones by furnishing distinctive and modern services (Lysyuk *et al.* 2022).

The hospitality industry is characterized by intense competition, wherein the essential prerequisites for successful operations encompass meeting customer needs, delivering elevated comfort, and addressing the varied household, economic, and cultural requirements of guests. A superior level of customer service not only enhances the reputation of hospitality enterprises but also serves to attract and retain customers (Yakymenko-Tereshchenko, 2022). However, as a result of hostilities on the territory of Ukraine, the dynamics of supply in the field of hospitality have undergone significant changes: some facilities have ceased their activities due to security reasons, low demand, technical difficulties, or damage during enemy shelling (Fig. 1). In addition, according to DART, income from the



Source: Compiled by the author based on (Pro-consulting, 2023).

Fig. 1: Indicators of business entities in the field of “Temporary accommodation and catering”

tourism sector as a result of hostilities decreased by almost 26%. In contrast, the hotel and sanatorium businesses paid the most taxes to the budget, transferring almost UAH 461 million in the first half of the year. Revenues from boarding houses and dormitories, which were used to accommodate IDPs, increased by 39%, and tax contributions from campsites, tourist bases, children's recreation camps, etc., on the contrary, decreased by 59% (Trill, 2022).

Despite the hostilities and the decrease in solvency and market demand, the hotel business today remains an attractive object for investment. In particular, warehouse and logistics real estate related to the relocation of businesses from temporarily occupied territories to safer regions expects leadership in terms of investment volumes. The profitability of such investments is estimated at 9%, and the average rate of return on invested funds across the country dropped from 11% to 8%. Due to the difficulties of the current economic and political environment and the growing competition in the hospitality industry, traditional business methods no longer guarantee increased profitability, so it is necessary to move to a completely new level of customer service (Boyko & Boyko, 2023).

The enhancement of competitiveness within the hotel and restaurant business is significantly influenced by the quality of products and services. This factor ensures the safety and environmental compatibility of the company's operations, along with adherence to international standards. The continuous evolution of scientific and technological developments, improvements in the quality of life, and shifts in the demand for products and services necessitate perpetual adjustments and heightened quality standards. Enterprises that implement a quality management system gain a competitive advantage, as these systems allow for enhancing the business processes of the enterprise more effectively, subsequently enabling operation at an elevated efficiency level (Sereda & Piyurenko, 2023).

The imperative for a quality management system within the hotel and restaurant business is dictated by the distinctive characteristics of an industry classified as one of the most dynamic and strategic in the economy. It transcends being a mere isolated component, instead constituting an integral facet of corporate governance directed towards achieving discernible outcomes in the realm of quality.

The principal objective is to fulfill the needs, expectations, and requirements of stakeholders, encompassing guests, staff, investors, and partners. Quality objectives are intricately interwoven with the overarching strategic goals of the organization, encompassing vital aspects of human resources management, investment and innovation activities, and efficient production management, while also considering dimensions of environmental consciousness and occupational safety (Gonchar & Belyak, 2021).

The principal standards, notably the ISO 9000 series, serve as the foundational framework for constructing quality systems within the hospitality industry. These systems are fundamentally oriented toward ensuring the quality of products aligns with customer expectations and furnishing compelling evidence that the company can consistently produce products by defined quality standards. An integral aspect of quality management involves the amalgamation of various components of the organizational management system and the quality management system into an integrated management system. This integration allows for the utilization of shared elements and the optimization of internal processes, thereby attaining a heightened level of efficiency and competitiveness (Chepurda & Yurchenko, 2023).

Quality management within the hotel and restaurant business constitutes a multifaceted process encompassing organizational, economic, and social dimensions. The primary objective is to optimize the enterprise's operations to ensure competitiveness and augment production efficiency. The secondary goal centers on showcasing the enterprise's capability to consistently manufacture products in accordance with predefined quality standards, thereby meeting the requirements and needs of all consumers (Brick, 2018).

An Integrated Management System (IMS) constitutes an intrinsic component of an organization's management, operating as a cohesive structure that aligns with pertinent international standards. The preparatory phase for IMS implementation necessitates a systematic approach, conceptualizing the process as a complex innovation project directed towards enhancing the efficiency of overall management within the organization. A key advantage of the IMS lies in its capacity to

systematize requirements across all facets of the organization's activities. The incorporation of an IMS in an enterprise is acknowledged as an essential prerequisite for heightening competitiveness and ensuring sustainable development within the contemporary market environment (Lingur *et al.* 2023).

In the current phase, the ISO 9000 series, governing quality management systems, the ISO 14000 series focusing on environmental management, the OHSAS (Occupational Health and Safety Assessment Series) 18000 series targeting industrial health and safety management, and the SA (Social Accountability) 8000 standard for management systems addressing social and ethical aspects, have gained widespread recognition and adoption at the international level. These standards exhibit interactions with one another, sharing numerous similarities, and enable companies to integrate international best practices for constructing effective management systems. Their implementation is directed towards mitigating risks in the realms of quality, environment, safety, and social responsibility (Polyanskyi & Bratishko, 2023). In the context of the domestic tourism and hotel business, a critical imperative emerges to comprehensively investigate all facets of ISO standards and their application within internal hospitality enterprises. This necessitates not only adherence to specific requirements but also the proactive implementation of methods and strategies directed towards the continual enhancement of business processes and customer service (Halamaga, 2023).

Contemporary and more efficacious quality systems, aligning with current market demands, are becoming integral components within the conceptual framework. These systems are characterized by the incorporation of the Total Quality Management (TQM) concept, emphasizing comprehensive quality management. Notably, the latest iteration of the ISO 9000 standard series tends to align with TQM ideology, underscoring the imperative not only to meet individual requirements but also to actively enhance all facets of management and quality comprehensively (Pavlyukovskyi, 2023).

Certification challenges faced by tourism and hotel enterprises entail the utilization of international standards as a foundational framework for addressing crucial certification objectives. This

involves either directly resolving key certification tasks based on these standards or considering specific provisions within these standards to ensure alignment with the highest quality standards in the industry (Paska *et al.* 2023).

The escalating integration of quality management systems within the contemporary business environment mandates the ongoing enhancement of international standards to ensure heightened completeness and versatility. Presently, the ISO 9000 series, comprising ISO 9000, ISO 9001, and ISO 9004, stands as the outcome of this continuous improvement process, characterized by consistent and standardized quality management principles (Datchenko & Yakymenko-Tereshchenko, 2023).

Ukraine's incorporation into the World Trade Organization (WTO) and adherence to the General Agreement on Trade in Services (GATS) have presented several challenges concerning the assurance of quality in tourism and hotel services following international standards. The terms of the country's accession to the WTO must be regarded as a determinant impacting the interests of Ukrainian entrepreneurs engaged in the tourism and hospitality sector, both in the international and domestic markets (Diiia. Business, 2023).

The prevailing standards within Ukrainian hotel, restaurant, and tourism enterprises signify the adoption of international standards designed to standardize service processes in conformity with global requirements. Furthermore, these standards signify the integration of a quality management system and fundamental components of the quality system. This transformation fundamentally alters approaches to standardization within the sphere of activity and service provision (Table 1).

Global expertise in establishing integrated management systems provides enterprises with the flexibility to opt for various design strategies. The first strategy entails the incremental extension of a fundamental system, such as a quality management system, by progressively incorporating additional management systems, such as environmental management or industrial safety management. The second strategy involves the development of a fully integrated model that amalgamates several management systems into a comprehensive approach. In this context, the selection of a particular

Table 1 Standards, functioning in hotel, restaurant, and tourism enterprises

Standard code	Characteristics
Tourism services	
State standard of Ukraine ISO 13810:2016 ISO 13810:2015, IDT	It regulates the organization and provision of services in the field of industrial tourism.
State standard of Ukraine ISO 13810:2016 (ISO 13810:2015, IDT)	It defines the classification, description, and rules for the use of tourist signs for recreation.
State standard of Ukraine EN 15565:2016 EN 15565:2008, IDT	It establishes requirements for professional training and qualification programs for guides.
State standard of Ukraine 4268:2003	It contains general requirements for accommodation facilities in the field of travel services.
State standard of Ukraine 4269:2003	It defines the classification of hotels and contains general requirements for them in the context of tourist services.
State standard of Ukraine 4527:2006	It contains terms and definitions related to accommodation facilities.
State standard of Ukraine ISO 9004-2-96	It defines the principles of quality management and elements of the quality system.
State standard of Ukraine ISO 21401:2020 (ISO 21401:2018, IDT)	It establishes requirements for sustainable development management systems for accommodation facilities in the tourism industry and related services.
Tourism and related services.	
State standard of Ukraine ISO 13009:2016 ISO 13009:2015, IDT	It contains requirements and recommendations for the operation of beaches.
State standard of Ukraine ISO 13687:2016 ISO 13687:2014, IDT	It establishes minimum requirements for yacht harbors.
State standard of Ukraine ISO/TS 13811:2016 ISO/TS 13811:2015, IDT	It provides recommendations for the development of environmental specifications for tourism facilities.
State standard of Ukraine ISO 17680:2016 ISO 17680:2015, IDT	It establishes requirements for thalassotherapy services.
State standard of Ukraine ISO 18065:2016 ISO 18065:2015, IDT	It establishes requirements for tourism services in protected areas.
State standard of Ukraine ISO 14785:2016 ISO 14785:2014, IDT	It contains information on tourist reception services in tourist information offices.
Adventure tourism	
State standard of Ukraine ISO 21101:2016 ISO 21101:2014, IDT	It establishes requirements for safety management systems in the field of adventure tourism.
State standard of Ukraine ISO/TR 21102:2016 ISO/TR 21102:2013, IDT	It contains instructions on the personal competence of tourism leaders.
State standard of Ukraine ISO 21103:2016 ISO 21103:2014, IDT	It contains information for participants in the tourism industry.

Source: Compiled by the author based on (Strygul et al. 2023).

option is contingent not only upon the scale of the organization but also on the specific requirements of legislation and accumulated experience (Kornilova & Stetsyuk, 2020). Hence, hotel and restaurant enterprises must deliver services of the highest quality. However, the contemporary hotel industry is oriented not solely towards tourists but also business representatives. The latter group necessitates not only comfortable accommodation but also optimal working conditions (Zavadynska, 2018).

Management of competitiveness in the hotel and restaurant industry constitutes a significant and intricate undertaking involving a series of measures to realize strategic objectives. Depending on the competitive conduct of enterprises within this sector, it is imperative to delineate competitive strategies directed towards the establishment and advancement of competitive advantages (Subota, 2020).

The initial competitive strategy revolves around the effective utilization of innovations. Enterprises

within the restaurant business sector that actively incorporate various innovations, encompassing novel cooking technologies, innovative menus, and advancements in technical and technological aspects of service and advertising, shape their competitive strategy based on principles of creativity and innovation (Paska *et al.* 2022).

The second strategy is rooted in reproductive actions and is frequently employed by enterprises boasting extensive experience and a positive reputation among consumers. To attract new customers and retain their existing clientele, such enterprises endeavor to promptly adapt to the achievements of competitors. This adaptability ensures a high level of competitiveness by replicating the successes of other market players (Kozhukhivska *et al.* 2019).

Furthermore, there exists a strategy grounded in flexible adaptation to external conditions, primarily aimed at sustaining a heightened level of customer loyalty through the expeditious incorporation of prevailing trends in the service and food industry. Conversely, a competitive strategy oriented towards operations is characteristic of restaurant businesses with constrained financial resources yet possessing an outstanding reputation. These entities sustain previously acquired competitive advantages and address consumer demands based on primary criteria through the continual enhancement of key aspects of their operations (Malyuga & Zagorodniuk, 2020).

In summary, the effective management of competitiveness in hotel and restaurant enterprises necessitates the implementation of well-balanced strategies focused on innovation, replicating successful practices, and adapting to external conditions. Considering consumer preferences, enhancing service quality, and continually monitoring competitors constitute pivotal components of successful management within this industry. Through the adoption of these defined strategies, hotel and restaurant enterprises gain the opportunity to enhance the quality of their services, broaden the circle of loyal customers, and make a notable impact on the contemporary tourism market (Kazyuka *et al.* 2023).

DISCUSSION

We concur with Mazur, V. (2023) regarding the characterization of quality management in the

hotel and restaurant industry, wherein the author accentuates the economic dimensions of this business. Additionally, this study underscores the significance of diverse methods, strategies, and tools employed in quality management, while also considering the impact of factors such as effective communication with customers and the training of service personnel to adeptly utilize productive technologies and innovations. The paper further highlights that the hotel and restaurant business, offering accommodation and catering services, plays a pivotal role in economic growth, acting as a catalyst for the development of associated industries, including transportation, tourism, food delivery, excursions, and animation services.

We concur with the findings of Diakonova, A., Titomir, L., and Zhovtyak, K. (2023), as their study is dedicated to the analysis of innovative processes within the hotel and restaurant business and the identification of primary areas for innovative interventions aimed at enhancing enterprise efficiency. The article sheds light on the influence of innovative technologies on service quality, particularly within the context of the ongoing economic instability in Ukraine. The authors express reservations about the significance of innovative development within the hotel and restaurant industry in Ukraine, advocating for heightened attention to be directed to this realm to ensure the competitiveness of enterprises on both national and international scales.

We partially align with the observations made by Nikitenko, K. (2023), as the study underscores the importance of adapting hotel and restaurant services to emerging realities. Furthermore, the author identifies the influence of modern technologies on the efficiency of management processes and the assurance of a high level of service. The author proposes innovative approaches for promoting hotel and restaurant services, incorporating the use of social media and marketing. However, we posit that the roster of innovative approaches should be broadened to encompass new strategies and methods that consider contemporary trends in the hotel and restaurant industry. This may involve the introduction of product innovations, such as the development of unique dishes or dynamic menus that account for seasonal or local features.

We partially concur with Kovalchuk, T.G. (2019), as the study appropriately emphasizes the pivotal facets of hotel and restaurant business development and discerns prevalent global issues impacting this sector. The analysis of the functioning of the hotel and restaurant business in Ukraine and the identification of influencing factors represent crucial steps in comprehending the distinctive challenges confronted by the national hospitality industry. Nevertheless, for a comprehensive exploration of the subject, it could be advantageous to supplement this study with additional analyses delving into specific strategies and innovations. Such additional analysis could address how these strategies and innovations can be deployed to surmount the identified challenges and ensure the sustainable development of Ukrainian hotel and restaurant enterprises.

CONCLUSION

The contemporary hospitality industry stands as a highly competitive and strategically pivotal sector of the economy, wherein the enhancement of the quality and competitiveness management system serves as a paramount success determinant. Research substantiates that meeting customer needs, fostering high comfort, and promptly addressing diverse guest requests are fundamental aspects crucial to the successful operations of hotel, restaurant, and tourism enterprises. In this context, the adoption of a quality management system is increasingly indispensable to attain and uphold a high standard of service, as well as effectively respond to stakeholder demands.

The implementation of a quality management system has evolved into a crucial tool for achieving strategic goals, aligning with market requirements, and actively enhancing all facets of hotel, restaurant, and tourism enterprises' operations. Embracing the Total Quality Management (TQM) concept and adhering to international standards exemplify a commitment to maintaining elevated standards of service and management.

Competitiveness management necessitates the execution of strategies aimed at innovation, replicating success, and adapting to external conditions. Effective management entails the continual surveillance of competitors, enhancement of service quality, and consideration of consumer

preferences. Hotel and restaurant enterprises that adeptly implement these strategies stand poised to enhance service quality, broaden their base of loyal customers, and make a lasting impact on the tourism market.

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