

Ministry of Education and Science of Ukraine
Ukrainian-American Concordia University
Faculty of Management and Business
Department of International Economic Relations, Business & Management

MASTER'S QUALIFICATION WORK

**WAYS FOR IMPROVING INNOVATION ACTIVITY IN THE
HOTEL BUSINESS**

(based on hotel “Premier” in Kamyanske case)

Master's student of

Field of Study 07 – Management

and Administration

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Abstract

The work examines the essence and significance of innovative activity for hotel business enterprises. The main factors influencing innovation management in this field are analyzed. An analysis of the activity and organization of the management system at the "Premier" hotel in Kamianske was carried out. The strengths and weaknesses of the hotel's activity, opportunities and threats to its development are determined. The software used in the hotel and the possibility of its improvement were analyzed.

In the third section of the work, a set of measures to improve the innovative activity of the "Premier" hotel is proposed. In particular, measures relevant during the war in Ukraine were proposed - provision of electricity supply thanks to generators, additional security of customers, as well as additional preservation of electronic databases, etc. It is also proposed to introduce new software for the hotel business, as well as a new type of service - a unique service for delivering luggage to airline flights (after the victory of Ukraine).

The conclusions concluded that the implementation of the proposed measures will contribute to increasing the competitiveness of the "Premier" hotel on the market.

Key words: innovation, hotel business, activity analysis, factors of innovation, Premier Hotel, baggage delivery service.

Анотація

У роботі досліджено сутність та значення інноваційної діяльності для підприємств готельного бізнесу. Проаналізовано основні фактори, які впливають на управління інноваціями у цій галузі. Проведено аналіз діяльності та організації системи управління в готелі «Premier» м. Кам'янське. Визначено сильні та слабкі сторони діяльності готелю, можливості та загрози його розвитку. Проаналізовано програмне забезпечення, яке використовується в готелі та можливість його вдосконалення.

У третьому розділі роботи запропоновано комплекс заходів щодо удосконалення інноваційної діяльності готелю «Premier». Зокрема, запропоновано заходи, актуальні в період війни в Україні – забезпечення

електропостачання завдяки генераторам, додаткова безпека клієнтів, а також додаткове збереження електронних баз даних тощо. Також запропоновано впровадити нове програмне забезпечення для готельного бізнесу, а також новий вид послуг – унікальну послугу з доставки багажу на рейси авіакомпаній (після перемоги України).

У висновках зроблено висновок про те, що впровадження запропонованих заходів сприятиме підвищенню конкурентоспроможності готелю «Premier» на ринку.

Ключові слова: інновації, готельний бізнес, аналіз діяльності, чинники інновацій, Premier Hotel, служба доставки багажу.

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APPROVED

Head of Department _____

Prof. Zharova L.V.

“24” січня 2024



**TASK
FOR MASTER’S QUALIFICATION WORK OF STUDENT
*Alexandra Tsybulka***

1. Topic of the master’s qualification work -
***WAYS FOR IMPROVING INNOVATION ACTIVITY IN THE HOTEL BUSINESS
(based on hotel “Premier” in Kamyanske case)***

Consultant of the master’s qualification work - *Lesya Leshchii, Ph.D. in Economics,*

Which approved by Order of University from “24” September 2023 № 24-09/2023-1к

2. Deadline for master thesis submission “20” December 2023.
3. Data-out to the master thesis *Materials from internship in with consultation of hotel “Premier” management. Information from open resources in the Internet, official reporting of financial and economic activities of the hotel industry, statistical data on innovative activity.*
4. Contents of the explanatory note (list of issues to be developed)
The work is aimed at identifying potential opportunities to increase the competitiveness of the Premier Hotel through the improvement of the innovation strategy.
To achieve the above goal, the following tasks must be solved:
 - *Research and analyze the main areas of innovative activity for management in the hotel business*
 - *Describe the hotel management system on example of hotel Premier;*
 - *Conduct an analysis of the Premier Hotel emphasized on innovation activities;*
 - *Give an assessment of the innovative potential of the “Premier” hotel in the conditions of war;*
 - *Develop proposals for improving the innovative activities of the hotel in the post-war period;*
 - *To propose measures that can be implemented to improve the innovative activity of the hotel*
5. List of graphic material (with exact indication of any mandatory drawings)
The work includes tables -29, figures -8, appendices - 4

6. Consultants for parts of the master's qualification work

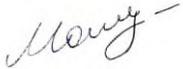
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7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of master thesis	<i>10.10.2023</i>	In time
2.	II part of master thesis	<i>10.11.2023</i>	In time
3.	III part of master thesis	<i>10.12.2023</i>	In time
4.	Introduction, conclusions, summary	<i>20.12.2023</i>	In time
5.	Pre-defense of the thesis	<i>22.12.2023</i>	In time

Student 
(signature)

Consultant 
(signature)

Conclusions: *The work is devoted to the research of innovative activities in the hotel. Both theoretical and applied aspects of management improvement through the activation of innovative activities in the hotel are studied. The main trends in the hotel business as a whole, as well as the changes that took place in the Ukrainian segment during the war, are explained. Measures that are relevant in the conditions of security risks and the growing role of information support are proposed.*

The student worked diligently on the master's thesis - took into account the comments of the supervisor, followed the work schedule, and also prepared a scientific article. The work meets the requirements for qualifying works and can be admitted to the defense with a positive assessment.


(signature)

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INTRODUCTION

Relevance of the topic. Many people understand the word “innovation” to mean a completely new product. Although this is not entirely true. Most likely, innovation in the broad sense of the word or on a global scale can be compared with a unique achievement of scientific and technological progress. But if we are talking about an enterprise, albeit a small one, then an innovation can be considered any innovation that was introduced within this company and was not previously used by competitors. The innovative potential of an enterprise depends on the financial capabilities of the company, the availability of resources and the attitude of management towards innovation.

The innovative activity of an enterprise is based mainly on competition. A successful entrepreneur must constantly improve the productivity of his company by creating new products and purchasing improved equipment. Otherwise, it will not withstand the competition and will have to leave the market.

The choice of an innovation strategy is dependent on the extent to which the organization innovates, and it can be advanced by addressing different aspects of the internal environment of the corporation. The assessment of the innovative activity of an enterprise is carried out according to the scheme: “Resource-function-entrepreneurial project”, where an entrepreneurial project is understood as the possibility of producing a certain product.

The hotel industry is a component of the service sector, the main activity of which is reception, accommodation, and the provision of various types of services related to the stay of consumers outside their permanent place of residence. Over the past year, the hotel industry has come to light as a sector in need of significant innovation initiatives due to the continuous hostilities resulting from Russian aggression in Ukraine.

It is also important to note that business dependence on information technology is growing every year. Especially in connection with recent events in

our country and the world, namely, military actions are related to the defense of Ukraine from aggression from Russia; The Covid-19 pandemic, which preceded these events and affected almost all of humanity, forced many businesses to move from offline to online, develop websites and mobile programs for online orders, online payment for goods and services, etc.

The dominant role in the hotel business is played by hotel corporations, which, like networks, have spread throughout the world and attract hundreds of millions of people to their services. The formation of global hotel chains and associations means a completely new emphasis in the hotel industry of the modern world.

When considering innovations in business organization, it is important that today it is difficult to imagine our existence without information technology. They have penetrated deeply into our lives. The development of the IT industry is one of the most pressing tasks related to the development of the economy as a whole. The key factor in the implementation of IT projects is competent management, effective management of business entities - in particular, hotel business enterprises in the industry, taking into account its characteristics. The implementation of IT projects requires large investments, qualified specialists and quite long periods of training and project implementation, since these projects are a complex set of various disciplines: technical, scientific, engineering, economic and managerial. The use of principles, methodologies and management models makes it possible to decompose complex technological tasks that are difficult and costly to implement, conduct preventive risk management and successfully implement IT projects within certain business structures, including in the hotel industry.

The purpose of the study is to conduct a comprehensive analysis and develop recommendations for optimizing innovative processes in the hotel business. The work is aimed at identifying potential opportunities to increase the competitiveness of the Premier Hotel through the improvement of the innovation

strategy, in particular in the field of service, technological solutions and marketing.

To achieve the above goal, the following tasks must be solved:

- Research and analyze the main areas of innovative activity for management in the hotel business
- Describe the hotel management system on example of hotel Premier;
- Conduct an analysis of the Premier Hotel emphasized on innovation activities;
- Give an assessment of the innovative potential of the "Premier" hotel in the conditions of war;
- Develop proposals for improving the innovative activities of the hotel in the post-war period;
- To propose measures that can be implemented to improve the innovative activity of the hotel

Object of study: hotel "PREMIER" in Kamianske.

Subject of research: innovations in the hotel business using the example of the object under study.

The methodological basis of the research was analysis, synthesis, deduction, induction, methods of data grouping and classification, generalization,

Information base. The work uses professional literature on the management of innovation organization at enterprises, in particular - hotel-type, organizational foundations of hotel chains, information resources of the Internet, periodicals, statistical data of the "PREMIER" hotel, Kamianske.

Practical meaning. The practical significance of the research lies in the possibility of using the obtained results to solve practical tasks in the company, namely the application of the received recommendations and improvement of the organizational foundations of innovation management in order to successfully modernize the internet resources of the "PREMIER" hotel, Kamianske, to increase efficiency and competitiveness on hotel services market.

Structure of work. The graduation thesis consists of an introduction, three chapters, eight subsections, conclusions, a list of used sources from 92 items and appendices. The total volume of work is 122 pages.

CHAPTER 1. THEORETICAL ASPECTS OF THE INNOVATIVE ACTIVITY OF THE MANAGEMENT OF THE HOTEL BUSINESS ENTITY

1.1. Characteristics of the management system of the hotel business entity

The economic conditions within the country are marked by significant uncertainty and risk. The fairly limited financial capabilities of most Ukrainian enterprises and the small number of specialists of the necessary level lead to the problem of developing a business development strategy.

Considering this fact, the main responsibility of an entrepreneur is the ability to predict the occurrence of problematic situations that will negatively affect the work and development of his business.

It is necessary to have a well-thought-out mechanism for solving them in order to avoid losses, using available resources and opportunities. Therefore, it is necessary to study the problem of strategic management of enterprise development.

It should be noted that the term "strategy" (from the Greek Stratos - army, it - knowledge) refers to military training. In general, strategy meant the art of war. This is explained by the fact that wars were the most important events in the life of peoples and countries, the term "strategic" in the sense of "most important", "determining" entered the terminology of management in general.

Examining the body of scientific research enables us to draw a conclusion about the ambiguity of the concept of "strategy" and to note that the authors' opinions regarding its essence differ.

Currently, in management, the concept of "strategy" is understood as a program of actions that determine the direction of the company's development, long-term management and a set of procedures for achieving the set goals in conditions of uncertainty of external factors. environment. . open organization.

For this, each company chooses its own strategy, taking into account a fairly large number of factors, which, in turn, determine its feasibility and applicability. In the conditions of changes, when the business environment is transformed, it is necessary to form new options for the behavior of companies on the market.

Domestic and foreign economists distinguish four levels of strategies (a clear example is the strategic pyramid built according to A. Thompson and J. Strickland).

Business strategy is the highest level in the hierarchy of strategies. Its purpose is to determine the general direction of the company's activity: growth, stabilization or reduction. The second level of strategy includes competition (business, business), which shows how to get direction in each strategic business unit. Functional strategies determine the corporate and competitive strategy of the company's services and occupy the third place in the hierarchy.

It should be remembered that functional strategies are developed separately for each functional area: production, finance, marketing, innovation, personnel management, etc. The fourth level of strategy includes operational strategies - for structural divisions of the company.

I. Anlsof's scientific approach to the classification of strategies, strategic decision-making and the product-market matrix deserves special attention. An important addition to the understanding of the fundamentals of the term "strategy" and "strategic management" was made by V.S. roller coaster. He also conducted research on the evolution of scientific thought in the field of strategic management.

The term "strategy" was first used in 1962 by scientist Alfred Chandler in the book "Strategy and Structure". He noted that strategy is planning and stimulating the development of the enterprise, as well as defining the main tasks and long-term goals of the enterprise, and then planning the action program and allocating the necessary resources for the implementation of the strategy.

The next approach to defining the term "strategy" was explored by the founders of the scientific "design school" in 1965, K. Andrews and R. Christensen. Regarding the definition of this term, scientists agree with A. Chandler, but supplement this category with the concept of "exceptional skills" of the enterprise, and also emphasize the uncertainty of the external business environment.

According to K. Andrews, the key aspect of strategy development is the selection of priority courses of action. Therefore, it is proposed to segment the economic activity of the enterprise, which is called "corporate structure" in Western literature.

K. Andrews and R. Christensen argued that making a decision about the choice of business directions or company structure is more of an art than a science, because there is no single correct algorithm that gives full confidence in finding an effective solution to the problem.

This statement is important in order to distinguish the procedural approach from the process of strategic management and forecasting.

The interpretation of the strategy proposed by I. Ansoff defines the strategy as a collection of guidelines and methods used to accomplish particular system development objectives. However, the researchers found that such an interpretation has a reverse side, namely the absence of differences in the management policy of the company's general management.

In this regard, I. Ansoff added such terms as "tasks", "patterns" (goals), "organizational concept" and others in his research. In fact, it became an interpretation of the concept of strategy, which is used in military affairs.

In modern realities, the definition of the term "strategy" is defined as a clear program of activities that determines the direction of the organization's development, long-term management, as well as a set of procedures for achieving set goals in conditions of uncertainty. , conditions of the external environment of an open organization

Each company chooses its own strategy, taking into account factors that determine its usefulness and usability.

In the process of creating the idea of strategic management, it is interpreted as a certain implementation of the concept that synthesizes a purposeful and holistic approach to the organization's activities. This allows you to set development goals, determine the organization's potential, and build a strategic system.

The characteristics of the organization's strategic management system depend on the interaction of the following factors:

- branch affiliation;
- the size of the organization (based on the industry-specific details);
- type of production, concentration and cooperation, level of specialization;
- description of production potential; the presence or difference of scientific and technical potential;
- management level;
- staff qualification level, etc.

The development of strategy theory offers a number of models of strategic management.

I. Ansoff's strategic management model is based on the decisions that must be made during strategy development, namely:

- the need to assess the organization's potential;
- assessment of external opportunities and threats;
- definition of goals and selection of tasks;
- decision on diversification and selection of an appropriate diversification strategy;
- choosing a competitive strategy; creation of elements of diversification strategy and competition strategy as separate projects.

A relatively simple model was proposed by S. A. Popov, who to some extent synthesizes previously proposed models. According to him, the main

components of strategic management are: analysis of the external environment; diagnosis of strengths and weaknesses of the organization; defining the mission and goals; development and evaluation and selection of alternative strategies in accordance with subsystems of the organization; development and definition of a business strategy as such, which is positioned as a plan of action; a system for implementing a strategy; performance evaluation and feedback.

The model of strategic management according to S. A. Popov is presented in fig. 1.1.

Therefore, ensuring the full functioning of the business in the future depends on the correctness of the methodology and methods of creating strategies.

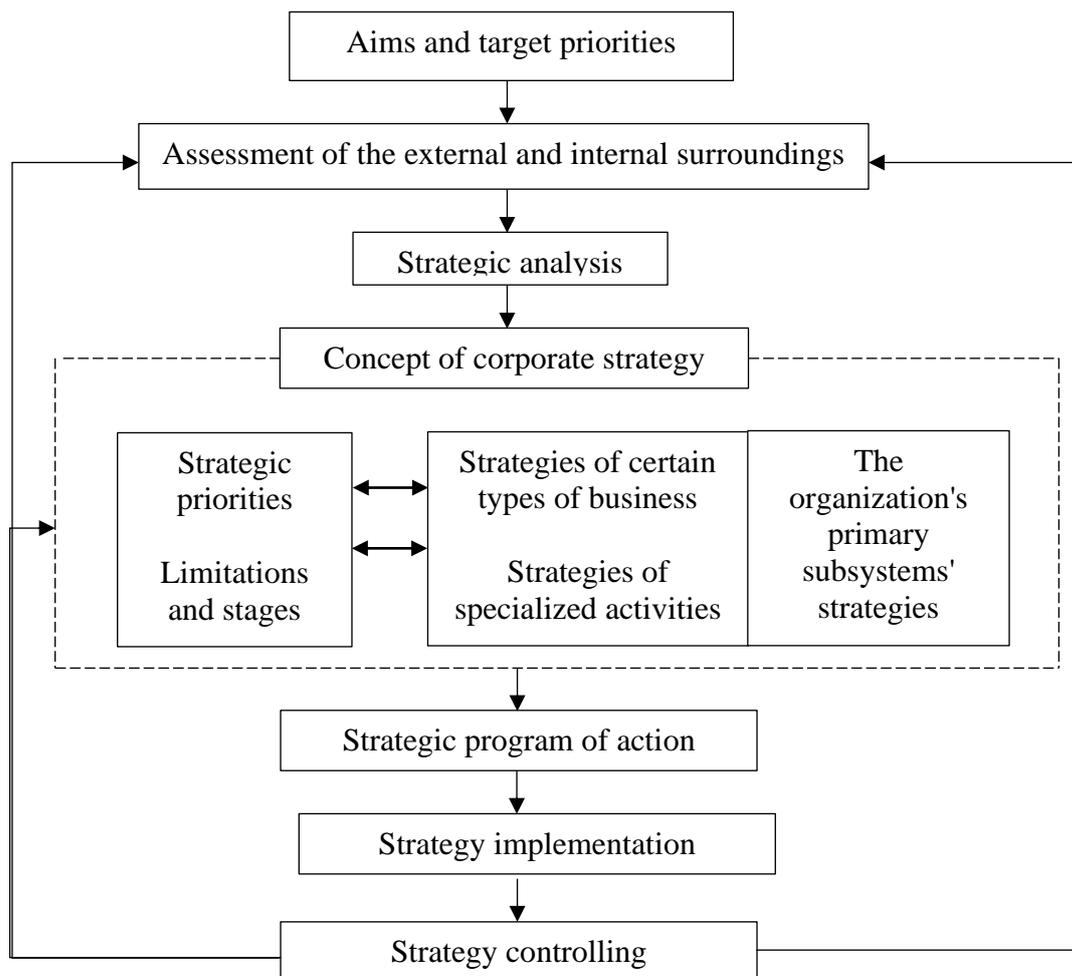


Figure 1.1 – Model of strategic management according to S.A. Popov

Source: based on [Khariv, 2014]

It can be stated that companies that have their own strategy and implement strategic management have the opportunity to plan their own activities, act systematically in their activities and in a dynamic competitive market environment, which increases the likelihood of reaching the desired outcomes.

1.2. The concept of innovation, its classification, properties and functions

The concept of "innovation" today has acquired a universal and interdisciplinary character, in which knowledge and intellectual capital are determining factors of the development of all social systems. The essence of the concept of innovation is manifested primarily in its definition, which is constantly changing and being refined, as well as in the classification of existing types of innovations (Table 1.1). To determine the essence of innovation, we will consider some author's definitions of various fields of knowledge that have changed over time.

Analysis of the definitions of the concept of "innovation" formulated by various authors shows that the first understanding is that it is the result of innovative activity. However, it is more appropriate to define innovation both as a result and as a process, since the result cannot be obtained without the process of any activity. Any activity is a process of changing something (getting something new), which always leads to a certain result. An innovation is a novel or significantly improved product (item, service), process, new sales strategy, or organizational method in business practice, workplace organization, or external relations.

Innovative activity - activity (including scientific and technical, organizational, financial and commercial) aimed at the implementation of innovative projects, creation of innovative infrastructure and ensuring its functioning.

Innovation project refers to a series of actions directed at attaining economic advantages through the implementation of innovation, encompassing the commercialization of scientific and/or scientific and technical outcomes.

Innovation infrastructure is a collection of companies that help to implement innovation projects, such as management, logistics, financial, information, personnel, consulting and organizational services.

In general, many scientific studies have been devoted to the study of the concept of innovation, and information about this is given in Appendix A.

Thus, the main feature of innovation is "a new product or service that differs from existing ones". Moreover, it's important to highlight that innovation is not confined to technical or tangible aspects. It can be a new idea for organizing a service that satisfies the needs and desires of consumers. For instance, introducing the concept of selling products through installment plans revolutionized the economy, generating fresh value for consumers.

Thus, the innovation is characterized by novelty, economic viability and social significance in meeting the needs of consumers and the market.

Different types of innovations can be classified according to different characteristics (criteria). There are many classification options in the scientific and educational literature. Studying the content of different classifications of innovations, one can get a fairly complete idea of their diversity (Table 1.2).

Table 1.2

Type of innovation	Classification sign
By object of application	food innovation encompasses the development and utilization of novel products (services) or new materials, semi-finished products, and components. Technological innovation is centered on the invention and implementation of new technology. Process innovation is directed toward establishing and operating new organizational structures, both within the company and at the intercompany level. complex, representing a combination of various innovations
according to the scope of application	industry; interdisciplinary; regional; within the enterprise (firm)
by efficiency	economic; social; ecological; integral
for reasons of occurrence	reactive, ensuring the survival of the firm, as a reaction to innovations carried out by competitors; strategic, the implementation

	of which is of a prejudicial nature in order to obtain competitive advantages in the future
according to the degree of novelty	radical (basic), which implement discoveries, great inventions and become the basis for the formation of new generations and directions of development of technology and equipment; for improvements implementing average inventions; modification - aimed at partial improvement of outdated generations of equipment and technology, production organization

Source: based on [Rybalko, 2017]

In the theory of innovation management, there is a general (traditional) classification of innovations and innovative products, which gives a fairly complete idea of the essential characteristics of innovations of a universal nature. The general classification system was proposed by S.A. Agarkov, E.S. Kuznetsova, and M.O. Gryaznova (Table 1.3).

Innovation is a series of steps and means by which scientific discoveries and ideas are transformed into social (including educational) innovations. An innovation is economically feasible and effective if it provides additional revenue, provides a competitive advantage in the market, reduces costs, improves service processes and overall performance.

Table 1.3

Classification of innovations

Classification sign	Type of innovation and innovative product
Type of innovation	The product, its design or device, system and mechanism; 1. Material, substance; 2. Technology, method, method; 3. Structure, building, office, workshop or site, other architectural solution; Information product (project, research, development, program, etc.); 1 Service

By the level of novelty	World; domestic; industry; innovations for the company
By areas of application in service areas	financial service; education; sports and youth; culture; feeding; health care; legal services and tourism; protection; trade;
On the scale of distribution	transnational; federal; national economic and regional; municipal; within the framework of associations and within the organization of associations; within the unit
According to the pace of implementation	fading; slow, even; slowed down, fast, increasing; slowed down
By stages of the life cycle of innovations	Developments; Research; industrial production; Marketing; Logistics; Routineization; Service support; Diffusion;
As a source of ideas for innovation	Exploration, scientific concept, scientific hypothesis, phenomenon; Innovation, multiple inventions, licenses; Rationalization suggestions;
By areas of application in the production process	<ul style="list-style-type: none"> - Research, process in the field of R&D; - Technological or product changes: those that usually occur with the production of a product with new or improved characteristics and lead to technological changes in the business process on the consumer side; - Technological change: the one that arises as a result of the use of improved and more advanced methods of product production and leads to a technological change in the business process on the consumer side; and leads to technological changes in business processes on the consumer side; - Information and communication: those that lead to technological changes in information processing technologies and communication technologies on the consumer side; - Marketing, which leads to changes in market research, operations, products and brands of the organization; - logistic, leading to changes in the organization of flows, supplies and sales; - organizational and management, leading to changes and improvement of organizational structures and management systems; - Socio-economic, legal, etc., which lead to changes in the social functioning of the enterprise
By the breadth of influence	global, world; industry; national economic, national; local

Source: based on [Agafonova, 2002]

Kondratiev laid the foundations of the general theory of innovation. It covers not only technological and economic, but also social and political spheres. Mechanisms of interaction of innovations in various spheres of society are disclosed [Pogorelov, 2015].

In the economically and technologically developed countries of the world, they are moving to a fundamentally new character of development. These are innovative economies characterized by the mass introduction of scientific and technical developments into production and the transfer of highly effective technologies for their commercialization. This leads to progressive technological changes in real sectors of the economy, the structure of consumption and the competitiveness of the national economy as a whole.

Economic growth in all economically and technologically developed countries, such as the USA, the EU, Japan and the countries of Southeast Asia, has been achieved on the basis of the diffusion of innovative processes into the real sector of the economy. Growth was achieved thanks to the diffusion of developments in the real economy.

While their short history, many European countries have achieved high rates of economic growth. In particular, Ireland, Finland, as well as the countries of Southeast Asia, in particular, Malaysia, South Korea, Singapore and others [Agafonova, 2002].

In developed countries, technological innovations provide almost 50% of the efficiency of the market economy and up to 80% of GDP growth. The degree of development and dynamism of innovation and investment processes is the strategic basis of sustainable economic development. This is the strategic basis of sustainable economic development. Therefore, innovations are the main priorities of the economic policy of all developed countries

Innovation policy is aimed at supporting the development of innovative processes by creating institutional foundations that contribute to the generation

of innovative processes by creating institutional foundations. Therefore, as part of the economic policy of developed countries, innovation policy is aimed at creating institutional foundations for stimulating and supporting the development of innovative processes in the national economy based on the latest achievements of national and global scientific and technological progress.

One of the priorities of state policy is the creation of favorable conditions for attracting domestic and foreign investment resources and ensuring innovation processes, which is the basis for considering innovation activity as an innovation-investment process [Agafonova, 2002].

Support for innovative development of the private sector of the economy and private investment is limited by special tax regimes (in particular, exemption from income tax). It is practically impossible to prove innovative activity for taxation purposes in the current reporting period. The foreign experience of states in stimulating innovative development shows that special tax regimes are one of the most important tax regimes. The mechanism of action of the special regime of taxation of innovative activity In the conditions of globalization, the leading role in the economy can be provided by countries capable of providing a leading role in the economy of high-tech production and knowledge-intensive services in combination with the strengthening of science and education.

Innovative methods are implemented in the hotel industry with the use of information technologies. They enable hotels to implement new technologies, processes and services that help improve efficiency, provide personalized service and increase guest satisfaction.

Below, we will analyze in more detail the role and significance of information technologies in the implementation of innovative approaches.

Improved booking and reservation management. Information technology allows hotels to implement online reservation systems that simplify the

reservation process for guests. It also allows hotels to effectively manage room availability, generate dynamic pricing and forecast demand.

Increasing personalization and interaction with guests. The application of information technology, such as guest interaction management systems and data analytics, allows hotels to collect, analyze and use guest data for personalized service. For example, hotels can use CRM (Customer Relationship Management) systems to store guest data and implement personalized loyalty programs.

Development of mobile applications for guests. Mobile applications allow guests to conveniently interact with the hotel, make reservations, check reservation status, order additional services and receive personalized recommendations. This contributes to the convenience and satisfaction of guests and improves the efficiency of hotel processes.

Using the Internet of Things (IoT). IoT technologies allow connecting various devices and sensors to the Internet, which opens up new opportunities for the hotel industry. For example, hotels can use smart concepts to automate lighting, air conditioning, energy saving and security controls, helping to optimize energy consumption and reduce costs.

Analytics and big data. The use of analytics and big data allows hotels to analyze data about guests, demand, process efficiency and other indicators. It helps hotels make informed decisions, predict trends, improve efficiency and provide personalized service.

Use of artificial intelligence (AI). AI can be applied in the hotel industry to automate processes, improve personalization and enhance guest satisfaction. Hotels can use chatbots or voice assistants to answer guests' questions and provide fast service. AI can also be used to analyze data and forecast demand, helping hotels optimize bookings and manage inventory.

Guest mood analysis systems. Some hotels use guest sentiment analysis technologies, such as speech analysis or emotion recognition, to determine guest

mood and satisfaction. This allows hotels to respond to guests' needs in real time and provide personalized approaches.

Advanced data analytics. In addition to traditional data analysis, hotels use advanced analytics to gain a deep understanding of their guests and optimize processes. This may include analyzing social media, guest feedback, service usage statistics and other data sources to understand guest behavior and preferences.

Process automation. Information technologies allow hotels to automate various processes, which promotes efficiency and reduces human intervention. For example, hotel management systems can automatically coordinate the arrival and departure of guests, control access to premises, control air conditioning and lighting systems.

Virtual and distributed teams. With real-time communication and collaboration technologies, hotels can leverage virtual and distributed teams. This allows hotels to work with specialists from around the world and hire specialists for project or time-limited work without the need for physical presence.

Interactivity and guest engagement. Information technology can create interactive experiences and involve guests in various processes. For example, hotels can use digital screens, touch panels or mobile apps to allow guests to personalize their experience, select services and control different aspects of their stay.

Environmental sustainability. Information technology helps hotels achieve greater environmental sustainability. They can use energy-saving systems, automatic control of lighting and air conditioning, and use resources efficiently. IoT technologies enable hotels to monitor and control energy and water consumption, while data analytics help identify opportunities to reduce environmental impact.

Advanced services and personalization. Thanks to information technology, hotels can provide enhanced services and personalized service. For example, they may use CRM (Customer Relationship Management) systems to store and analyze data about guests in order to provide personalized recommendations, offers and services that meet their needs and requirements.

In general, information technologies are of great importance for the implementation of innovative approaches in the hotel sector. They help hotels improve service quality, effectively manage operations, attract and retain guests, and implement continuous improvements that make them competitive in the marketplace.

Information technology allows you to automate many routine processes, such as reservations, guest registration, financial accounting, etc. This reduces the need for manual work and allows hotel staff to spend more time on important tasks, improve service and ensure a quick response to guest needs.

The use of information technologies allows guests to conveniently and quickly make reservations, the staff can provide personalized service, and also provide more opportunities for a convenient and comfortable stay of guests in the hotel. For example, mobile apps allow guests to control various aspects of their stay, including lighting, temperature, event schedules, and more.

Information technologies contribute to the improvement of communication between guests and staff, as well as between different departments of the hotel. Chatbots, electronic messaging systems and e-mail allow you to quickly and efficiently exchange information, solve questions and problems, and ensure constant availability for guests.

The use of information technology allows to collect, analyze and use data about guests, their behavior and preferences. This enables hotels to understand guest needs, identify trends and patterns, and take appropriate action to improve service and make strategic decisions.

Information technology helps hotels conserve resources, including energy and water. They can use automatic energy and lighting control systems, control temperature and ventilation in rooms, and monitor resource consumption for efficient use.

The use of information technologies allows hotels to be competitive in the market. They can offer innovative services such as mobile applications for booking, online chats for customer support, use of facial recognition for quick guest check-in. Technology helps hotels attract and retain customers who are looking for modern and convenient solutions.

Information technology provides hotels with the tools to efficiently oversee different business facets. Hotel management systems (PMS) allow you to automate the processes of booking, financial accounting, inventory and other operations. Analytics systems provide reports and statistics that help you make informed decisions about marketing, pricing, inventory management, and more.

The use of information technology helps hotels reduce costs through efficient use of resources. For example, energy-saving systems allow you to control energy consumption, which leads to lower utility costs. Automated processes also reduce the need for manual labor and save labor time and resources.

Information technology plays an important role in improving security in the hotel industry. Access control, video surveillance and fire safety systems help ensure the safety of guests and staff. Technology also helps manage risk by controlling access to sensitive information and protecting guest data.

The use of information technologies in the hotel sector allows to achieve many advantages that contribute to improving service, reducing costs, increasing the efficiency and competitiveness of the hotel. Innovative approaches supported by information technologies help hotels adapt to the changing needs of guests and effectively manage their resources.

Innovative activity is one of the most promising directions for the growth of enterprises, including in the hotel industry. Advanced enterprises of the tourism industry have shown in practice that innovative restructuring allows not only to ensure the growth of economic indicators, but also to consolidate them in the service market and solve a significant number of problems of an economic, ecological and social nature [Gladskikh, 2017].

The study of issues of the approach for the creative growth of businesses has received attention in many scientific works, in particular, such scientists as L. O. Voloshchuk, L. G. Kapranova, O. M. Polinkevicha, S. V. Filippova, L. M. Shulgina, S. Yukhymenko T. and others.

There are a lot of of strategies for managing the creative development of the enterprise and they are mainly focused on the application of innovations under stable economic conditions. But today, as you know, the Ukrainian economy is quite unstable and unstable, so let's consider several types of strategies, the use of which in tourism and the hotel industry can currently be considered the least risky.

Offensive (aggressive) is characteristic of enterprises that release goods or services with fundamentally new consumer qualities to the market. As part of the offensive innovation strategy, several varieties are distinguished [Homeniuk, 2011]:

- the strategy of achieving cost advantages by reducing the cost of production operations due to the use of new technologies, forms and methods of service and production, innovative equipment, etc.;
- the strategy of creating new markets, which involves the development and release of fundamentally new types of goods and services;
- a strategy of targeting a specific market segment to meet the requirements of a certain customer segment as completely as feasible.

Protective innovative strategies include the following varieties [Gridin, 2019]:

- the defense strategy is aimed at maintaining the company's existing competitive positions in existing markets. The main component of such a strategy is the optimization of the "cost-result" ratio directly in innovative processes. It is characteristic of enterprises that are generally satisfied with their position on the market, and is aimed at maintaining existing positions. At the same time, the parameters of the product or service are periodically improved, but not radically. Such enterprises are usually not interested in further innovative development of the industry, because they intend to continue to benefit from their leadership, including by creating restrictive entry barriers;
- imitation strategy - used by almost all enterprises to one degree or another, as well as those companies that fail to be leaders in promoting new services and products to the market. This kind of strategy is more characteristic of such enterprises that are not innovative leaders of the industry, but have sufficient potential for prompt and successful copying of innovations introduced by successful advanced competitors. Such a strategy has several subtypes, such as imitation of a leader, differentiation, copying, improvement [Gridin, 2019].

It should also be noted that, taking into account the importance of the tourist complex for the economy of the country as a whole, as well as taking into account the fact that the level of tourism development is an indicator of the state of innovative development of the country, it is appropriate to allocate strategies for the innovative development of enterprises in the hotel industry on the basis of active state support or in the absence of such. Thus, taking into account the specified parameter, L. M. Shulgin and S. T. Yukhymenko single out the following types of innovative development strategies [Butenko, 2016]:

- a regulated strategy, which provides for the targeted allocation of budget funds for the implementation of infrastructure development projects in accordance with the programs for the development of the tourism industry and its sub-sectors and the mandatory justification of the budget effectiveness of the implementation of these projects (that is, the calculation of the conditions

for returning funds to the budget in the form of additional revenues, which develop as a consequence of initiatives being implemented;

- the inertial strategy involves the absence of targeted measures to support the industry by the state and the preservation of negative trends in the development of the hotel industry, such as business processes lagging behind world standards, wear and tear of equipment, etc. Financing of the infrastructure complex remains at the current level. The lack of state funding leads to the impossibility of implementing projects aimed at infrastructure development.

In general, according to the State Tourism Development Agency, in the first half of 2022, the hotel market of Ukraine operated at a maximum of 2-3% of the planned. In the south, this indicator was 3-5%, in Kyiv and the region - 10-15%, in the east, due to hostilities and the occupation of territories, most hotels stopped working. The largest increase in the tourist tax was recorded in the western regions, where in February-April accommodation facilities were 100% occupied. The amount of tourist tax for the first six months of 2022 amounted to UAH 89.4 million, which is almost 28.8% more than for the same period in 2021. The occupancy rate of hotels in the western regions began to decrease at the end of spring. The holiday season did not take place either. More than 2,000 hotel properties located in the south and east of Ukraine have not opened at all. The exception was the relatively safe Odesa, where 90% of accommodation establishments are currently operating with an average occupancy rate of 60%. In Kyiv, hotels resumed work in May, but still maintain a low rate of 15-25%.

At the same time, the war also stimulated the development of some innovative trends in the hotel business. For example, hotels are increasingly using technology to ensure the safety of guests and staff - bomb shelters, breakpoints, mobile high-speed Internet access points, power generators . In addition, hotels are increasingly oriented towards domestic tourists, because foreign tourists began to visit Ukraine significantly less after the start of the full-scale invasion -

according to the State Statistics Service of Ukraine, in 2022 only 270 thousand foreign tourists entered Ukraine (which for a long time and were a potential audience of Ukrainian hotels) , which is 11.5 times less than in the year before the invasion of Russia, this is the lowest indicator in the last 10 years. This requires the development of new products and services that meet the needs and capabilities of the audience itself.

But the hotel business of Ukraine continues to develop, albeit with certain difficulties. One of the key factors in the development of the hotel business is the introduction of innovations. Innovations allow hotels to improve the quality and safety of service, reduce costs and meet the demands of modern consumers. In 2023, the following innovative trends are observed in the hotel business of Ukraine.

Table 1.4.

Innovative trends in the hotel business of Ukraine

Aspect	Main directions
Focus on the safety of guests	<ol style="list-style-type: none"> 1. Installation of generators. Generators provide electricity to the hotel in the event of a power outage. This is important for ensuring the operation of the hotel's critical infrastructure, such as security, lighting and air conditioning systems. 2. Implementation of security systems. Hotels implement a variety of security systems, like fire safety systems, access control systems, and video surveillance systems. These systems help protect guests and staff from crime, terrorism and other threats. 3. Use of mobile technologies. Hotels are increasingly using mobile technology to ensure the safety of their guests. For example, some hotels offer their guests apps that allow them to report potential threats.
Implementation of digital technologies	<ol style="list-style-type: none"> 1. Process automation (booking, guest registration, room, food and beverage service, cost control). 2. Personalized service (use of information about guests to provide individual services). 3. Creation of new opportunities for guests (online conferences, virtual tours, access to applications and services).
Growing attention to ecology	<ol style="list-style-type: none"> 1. Saving energy and water (energy-efficient equipment, water collection systems). 2. Use of ecological materials (wood from renewable forests, recycled materials). 3. Waste sorting (special containers for different types of waste).

Aspect	Main directions
	4. Support of local communities (use of local products, cooperation with conservation organizations).
Development of new forms of accommodation	1. Development of eco-hotels (environmentally friendly accommodation, use of ecological materials). 2. Development of capsule hotels (economical and compact accommodation). 3. Development of guest houses (intimate and friendly atmosphere). 4. Development of apartments (greater comfort and independence, kitchen and other amenities).

The implementation of innovations in the hotel business is a diverse, intricate process that depends on a number of factors. Among them, the following can be distinguished:

- *Economic factors* .

Ukraine has been at war with Russia since 2022, It has caused the economy of the nation to suffer. In 2022, the GDP of Ukraine decreased by 34.4%, which became the worst indicator in the entire history of independent Ukraine. This led to a decrease in investment in the hotel business, as well as to a decrease in demand for hotel services.

- *Technological factors* .

In Ukraine, the hotel business is actively implementing new technologies. For example, more and more hotels are using online room reservation systems, systems for controlling access and security, energy management, and room management and customer support systems.

- *Socio-demographic factors* .

Positive demographic dynamics are observed in Ukraine. In 2022, the population of Ukraine was 41.4 million people, which is 0.4% more than in 2021. This fosters an environment that is conducive to the growth of innovations in the hotel industry that target various demographic groups.

- *Political factors* .

The war with Russia had a negative impact on the political situation in Ukraine. In the conditions of martial law, the government of Ukraine adopted a number of legislative acts aimed at supporting the country's economy and ensuring the safety of citizens. These measures can have both a positive and a negative impact on the development of innovations in the hotel business.

- *Factors of the competitive environment.*

In Ukraine, the hotel business is a highly competitive industry. There are more than a thousand hotel companies in the country that offer a wide range of services. This creates conditions for the development of innovations that allow enterprises to increase their competitiveness

In addition, it is appropriate to note that in conditions of fierce competition, the separate independent functioning of enterprises, including hotel ones, does not provide reliable guarantees of stable functioning based on the effective achievement of set goals. And this is confirmed by the fact that various clusters, networks, which can be considered as constituent elements of enterprise development strategies, including innovative ones, have gained significant popularity recently.

1.3. Methodological foundations of the analysis of the effectiveness of the innovative activity of the enterprise

The development of a modern hotel complex largely depends on the development and implementation of innovations aimed at improving customer service and expanding hotel opportunities. Thus, today's successful means of accommodation prove with their experience that the creation and introduction of innovations is the key to survival in the fiercest competition in today's conditions.

S. A. Sevastyanova in his work "Regional planning of the development of tourism and hotel industry" defines eight principles of innovation [Grosul, 2017]:

- scientific – Application of scientific knowledge and methodologies to introduce innovations aligned with consumer needs;
- systematicity – the development strategy of the innovative development of hotel services in the region must take into account the factors and conditions necessary to meet the needs of consumers, the factors of the direct and indirect external environment;
- conformity of innovations to the needs of guests – providing innovations that genuinely meet the consumer's actual needs and not those that can be carried out by the hotel;
- positivity of the results – prevention of unreasonable, ill-conceived creation and implementation of innovations that may be dangerous for the guest or hotel enterprise, the surrounding environment and society in general;
- immanence of investment processes. To conduct essential research, development, and implementation of innovations, investment resources are employed, and their effectiveness is contingent on the significance and scope of innovations;
- alignment of innovative efforts and outcomes with the societal advancement level.

- connectivity – each new product at a given stage of its life cycle should evoke and stimulate the idea of creating the next innovation and provide financial support for this process;
- safety – the innovation must guarantee no harm to humans and the environment.

Therefore, the application of innovations in the hotel sector is aimed at the formation of a new hotel product, the provision of unique services, the use of new marketing approaches, the use of the latest equipment and technology in order to increase the competitiveness of the enterprise.

There are different approaches and signs of innovation classification. Their critical analysis and generalization made it possible to create a classification system that contains classification features and types of innovations selected according to them [Geseleva, 2014]. Thus, according to the subject content, such innovations as: technological, marketing, social, and organizational-management have received the greatest spread in modern hotel practice (Fig. 1.1).

One more classification of innovations should be highlighted - by spheres of activity or nature of application, according to which the following groups of innovations are distinguished [Geseleva, 2014]:

- production - used in the field of production;
- economic - used in the field of economic relations;
- marketing - used in the field of marketing activities, including marketing research, product, price, sales, communication policy, marketing management, etc.;
- social - used in the social sphere;
- ecological - used in the field of nature management and environmental protection;
- legal, etc.

Some literary sources also contain other classification features of innovations, in particular: according to the degree of novelty (the depth of changes made in the sphere of their creation and use); by the scale of novelty; by

the addressee of innovations, etc., which detail the existing innovations mentioned above, so we will consider in more detail only the main groups of innovations shown in Fig. 1.2.

Marketing innovations allow institutions to increase their competitiveness by developing new markets or expanding the consumer circle. Examples of marketing innovations are: implementation of a new marketing strategy aimed at expanding the composition of consumers; application of new hotel product promotion techniques (new advertising concepts, hotel image, hotel services market monitoring methods, etc.); use of new sales channels (direct sales, sale of numbers via the Internet, licensing of services); the introduction of new presentation concepts (websites, "virtual tours"), the use of new pricing strategies when selling services (flexible system of discounts on vouchers, bonus systems, promotions, etc.) [Dainovskyi, 2016].

The application of organizational and management innovations involves the use of new methods, styles, forms and methods of hotel enterprise management. Thus, this group of innovations can include structural transformations of enterprises, related to the reorganization of human resources at the enterprise, the formation of such a list of divisions, services and management bodies that increase the efficiency of the operation of the entire hotel establishment.

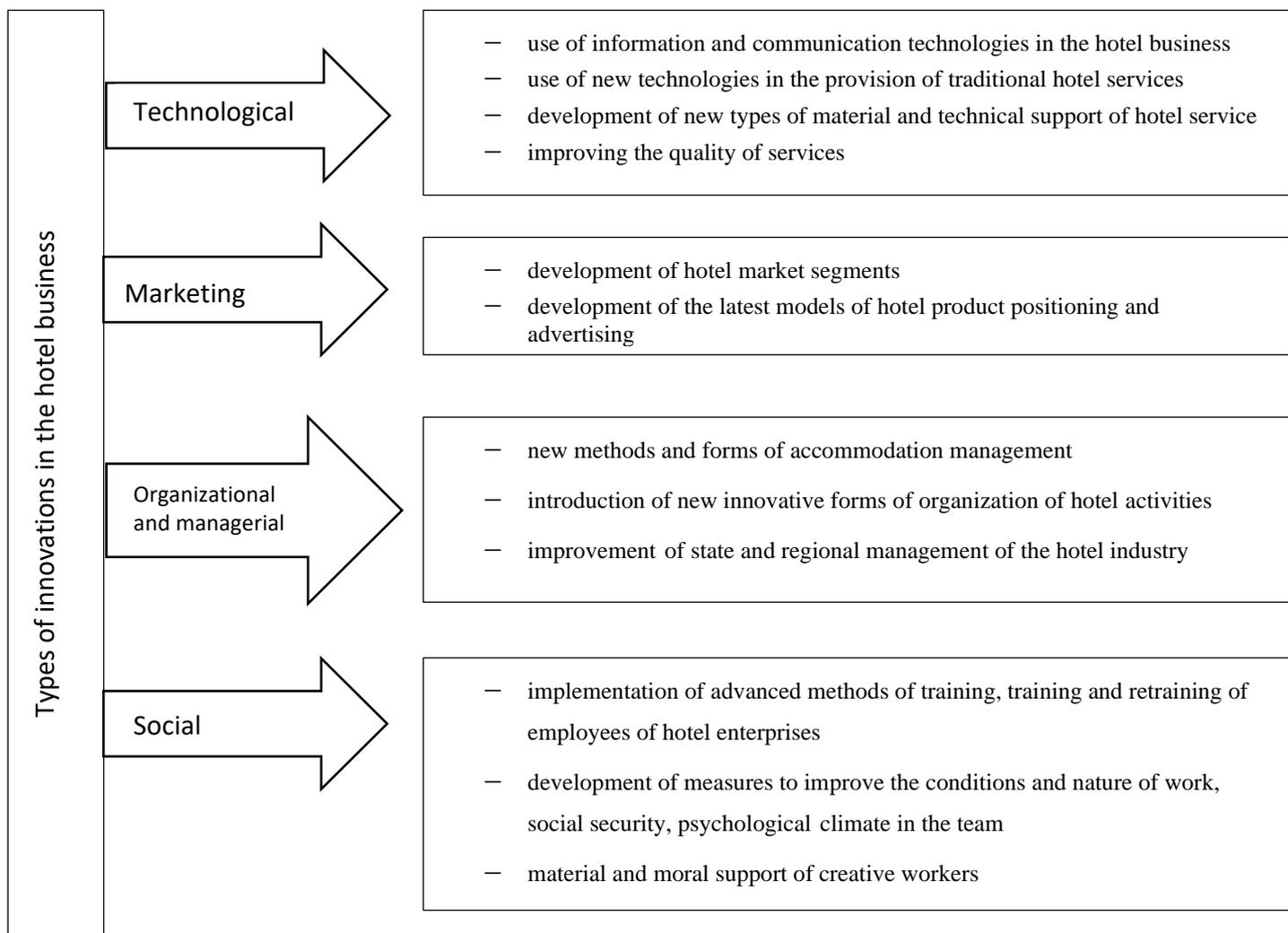


Figure 1.2 – Types of innovation in the hotel industry

Source: based on [Ginda, 2016]

Organizational innovations can also apply to the company's foreign policy, representing a change in relations with other companies. These can be the latest forms of cooperation with customers and scientific organizations, suppliers, etc. Such innovations do not include changes in the conduct of business, organization of workplaces or external relations based on organizational methods that are already in use at the enterprise. Management strategies and their formulation cannot be called innovations either. At the same time, organizational changes implemented in accordance with a new management strategy can be called innovations if they are used in the practice of the organization for the first time.

At the same time, the enterprise does not necessarily have to be the first among those who implemented these organizational innovations.

Social innovation can be defined as a new phenomenon in the practice of social work, which aims at effective positive transformations in the social sphere. Social innovations are, as a rule, the result of collective creativity. The returns from these innovations have a long-term effect and may not be specific. Social innovations are quite diverse, which is due to the diversity of the phenomena of social life. This type of innovation can be divided into the following groups [Jejula, 2018]:

- internal social innovations (those aimed at the benefit of the staff of hotel enterprises);
- external social innovations (those aimed at the benefit of society). Examples of internal social innovations in hotel enterprises are training in high standards of service; organization of foreign language courses; creation of a friendly working atmosphere; hotel staff insurance, including medical insurance; free breakfasts and lunches; organization of parties and events for employees; discounts on accommodation and meals in hotels of the corresponding network around the world, etc. In addition, internal social innovations provide various forms of staff incentives (thanks, valuable gifts, certificates of honor, trips to sanatoriums, children's camps, etc.). Thus, the use of internal innovations allows improving the management system and raising the status of the hotel as an attractive employer.

External social innovations introduced by hotel enterprises can be implemented through sponsorship, patronage, charitable activities, lowering the price threshold of services, which forms the social image of the enterprise. In global practice, hotel business enterprises take part in joint construction of housing and socially significant objects, such as: leisure centers, health and wellness complexes, which provide financial support to nature protection funds, cultural centers, tourism development centers, contribute to archaeological research, etc. Special attention is paid to innovative concepts of hotel enterprises,

which are manifested in meeting the needs of modern society. Such concepts include the hotel's ecological concept. Ecological hotels are the hotels of the future, which are able to improve the state of the natural environment, raise environmental awareness and responsibility in society [Zaslavska, 2015].

Technological innovations are focused on the creation of new services and the introduction of new service technologies: the use of modern cleaning technologies, the installation of energy-saving technologies, the use of ecological materials, aroma technology, etc.

The hotel industry of Ukraine is an important indicator of its socio-cultural and economic development. Therefore, the development of this area is one of the most important elements of the integration of the Ukrainian tourist market into the European business and cultural environment. From a scientific point of view, the hotel industry is a set of activities and the order of their implementation in order to satisfy various household, economic and cultural requests of consumers of services of tourist organizations, their service, provision of a number of services [Heseleva, 2014].

The development of hotel industry enterprises is impossible without innovative activities. In the world, this field of activity is a significant factor that contributes to the adaptation of hotel and restaurant business enterprises to the variability of the micro- and macro-environment and allows to make changes in them in order to gain leading positions in the market. The skillful use of innovative technologies allows hotel business enterprises to occupy existing market segments, increase the level of competitiveness and create opportunities for raising business to a new level [Zakharova, 2015].

The modern conditions of the development of the hotel industry are characterized by such features as the variability of trends occurring in the service market, fierce competition between business entities, and an increase in the level of consumer requirements for the services received. Therefore, the basis of the successful operation of hotel industry enterprises is the use of innovative

approaches to conducting business in this area. The introduction of innovative products allows more effective use of all available opportunities to improve service quality and increase the potential of hotel industry enterprises. Innovative activity is actually the only means that ensures the level of competitiveness of any economic system and represents an essential condition for the survival of any enterprise, and its scale and nature guarantee their successful development [Zaslavska, 2015].

Hotel is represented by a wide range of collective means of accommodation, which include: hotels, motels, hostels, campsites, hostels for visitors, tourist bases and others. As of 2018, their number is 1,572 units, which, compared to 2016, decreased by -1,839 units, or by 28.7%. The saturation level of the hotel market is insignificant in comparison with similar indicators of European countries, since in Ukraine it is 9.5 beds per 1,000 people. The largest number of institutions in the collective means of accommodation are occupied by hotels, the market share of which is 29.5%. In the last five years, new types of accommodation facilities for service consumers have appeared on the market of collective means of accommodation, as well as an expansion of the range of additional services provided by them and the introduction of modern innovative means of implementing services on the market [Zyanko, 2017].

Along with this, a significant number of problems and business obstacles remain in the market of hotel services. The following can be considered the most significant problems of Ukrainian hotel enterprises [Ivanik, 2008]:

- inconsistency of pricing policy with the quality of services provided by means of accommodation;
- the bureaucratic nature of the organizational processes of the functioning of the means of accommodation, which leads to the complication of doing business;
- high level of taxes;
- increased risk when investing as a result of the unstable socio-economic situation in the country;

- constant increase in the level of competition among accommodation facilities;
- shortage of qualified personnel in the field and insufficient level of their training.

So, the hotel industry in Ukraine has all the general foundations for development and is promising if the obstacles listed above are removed. At the current stage of the hotel business, the most effective tool for its development is the introduction of innovations. Scientific literature describes innovations as the result of intellectual activity (scientific and technological research, scientific and technological discoveries and inventions, and scientific ideas) in the form of a new object (systems, technologies, equipment, goods and services) or in the form of an object that is qualitatively differs from the previous analogue [Gridin, 2019].

The main principles of innovation in the hotel industry, describing their key provisions, are the following:

1. Scientific – effective application of scientific research and analytical and statistical base in the process of developing an innovative product.
2. Correspondence to consumer needs – an innovative product must correspond to the level of consumer demand, which tends to change.
3. Compliance with the financial capabilities of the investor When introducing an innovative product to the market of the hotel industry, it is necessary to calculate the risks and financial opportunities for investment.
4. Complexity - the development of innovative strategies should be based on taking into account a complex of factors influencing the external and internal environment.
5. Safeguards and guarantees. Avoiding negative consequences and minimizing the risks of their appearance after the introduction of an innovative product, both for consumers and the subject of innovation.
6. Effectiveness – clear planning of the stages of creation and implementation of the innovation product, which will provide an opportunity to achieve the goal in the end [Gridin, 2015].

The main inhibiting factors facing the introduction of innovations in our country are:

- risk of loss of financial investments;
- low level of experience in the field of introducing innovative technologies;
- low level of financing of the majority of enterprises;
- insufficient level of awareness and subjective attitude to innovations of owners of accommodation facilities and staff;
- lack of incentives for the introduction of innovations by state bodies;
- high level of investments in innovative developments and their implementation;
- the need to adapt the enterprise to innovations;
- delay in obtaining profit from the introduction of innovative technologies [Butenko, 2016].

Effective implementation and use of innovations by enterprises of the hotel industry requires effective planning of all activities and planning of innovative development in particular. These tasks are implemented through the application of innovative development strategies that allow us to effectively implement services and increase competitiveness in the rather tough modern market. The application of the strategy of innovative development by hotel enterprises involves the following stages:

- formulation of goals and objectives aimed at innovative activity;
- formation of the innovative strategy of the hotel enterprise;
- formation of a specific innovative policy;
- development of long-term innovative forecasts;
- formation of an enterprise fund intended for conducting innovative activities;
- application of strategic planning regarding innovative activities in the hotel enterprise;
- use of benchmarking;
- analysis and adjustment of the chosen strategy in accordance with new trends in the hotel industry [Butenko, 2016].

The main tasks of stimulating the development of innovative activities include: creation of institutional conditions for the integration of scientific, innovative, and production spheres of the economy; transformation of the scientific sphere into an active factor in the accumulation of innovative potential of the country; formation of effective innovative infrastructure [Hinda, 2014].

The main innovative directions of the development of the hotel industry in Ukraine are shown in Figure 1.3.

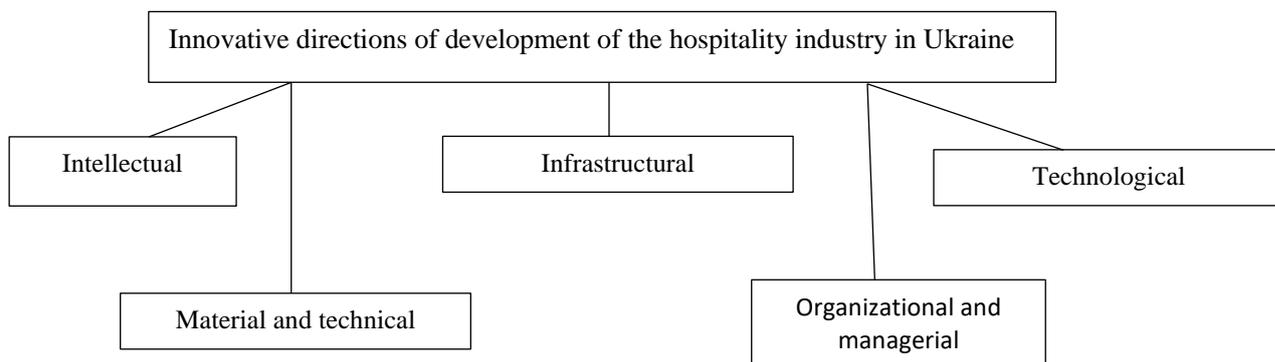


Figure 1.3 – Innovative directions of development of the hotel industry of Ukraine

Source: based on [Arhipov, 2007]

The organizational and management system is an important factor influencing the functioning of enterprises in the hotel industry. It should include a number of functions aimed at determining strategic directions of development, building strategic development programs, using monitoring tools to study the latest trends in the services market, which are the basis for developing an innovative strategy and determining means for its implementation. The main tasks of the organizational and management system are:

- development and implementation of strategic and tactical programs for the development of hotel business enterprises;
- automation of management processes using an "electronic management system" based on taking into account the innovative product;

- the use of Internet technologies in the management, which ensure the accessibility of personnel to the processes of managing the work of the accommodation facility;
- control over the implementation of each stage of innovative activity and their timely regulation;
- staff motivation and interest in the end result of activities and support of creative ideas, as well as encouraging the use of their intellectual work.

The material and technical direction is aimed at the modernization and maintenance of the main assets that meet international requirements.

The main tasks of the material and technical direction are:

- rational capital investments in the latest equipment;
- renewal and modernization of the existing material and technical base;
- construction and operation of new objects in their activities [Gridin, 2019].

Thus, the material and technical basis of the hotel enterprise is, on the one hand, a solid basis for innovative development, on the other - its consequence.

The intellectual direction of innovative development consists in using the professional abilities of the staff of the hotel industry and creating conditions for its development. It is aimed at:

- selection of professional personnel according to the field of activity of the enterprise;
- conducting training of interns and developing measures to improve professional skills and qualifications of personnel by conducting trainings, seminars, conferences, etc.;
- formation and observance of internal corporate culture at the enterprise and development of special norms and rules of communication and customer service by personnel.

The technological direction provides the application of advanced computer, multimedia technologies, electronic commerce, etc. The most effective means of technological direction are:

- automated management systems for organizing the work of sales department personnel. They provide control of the processes taking place in the service, allow you to plan meetings with partners and guests, maintain a calendar and work schedule of managers, and also facilitate the performance of various tasks.
- loyalty program management systems for consumers. Allows you to develop various types of incentives for regular guests, enter club and discount cards, premium certificates, etc.
- enterprise event management system. Help ensure clear planning of the loading of various hotel premises, such as conference rooms, restaurants, banquet halls, etc. In addition, such innovative systems contribute to the construction of optimal schedules, which allow to ensure the most complete loading of the premises of individual groups and the hotel in general, contributing to obtaining additional profits.

Infrastructural innovations in hotel enterprises consist in the organization and interaction of individual enterprises of the industry, their associations, and state authorities. The main tasks of this direction are [Zhegus, 2014]:

- combining the efforts of the public and private sectors in the development of modern infrastructure of the hotel industry and other industries that are interconnected in their activities;
- creation of conglomerates;
- interaction of scientists and enterprise managers in solving certain tasks and developing innovative infrastructure development programs.

The use of innovative trends in the development of the hotel industry involves complexity for more effective development and implementation of innovative products, which ultimately improves the quality of hotel services and increases the efficiency of the enterprise's economic activity. Along with that, a significant factor in today's unstable economic and political conditions is the financial readiness of the hotel enterprise to introduce innovations. But even in

this case, enterprises have prospects for innovative development, choosing those directions that require lower financial costs.

Activation of the activities of the hotel sector enterprises and improvement of the offered services takes place under the influence of innovative processes, which are implemented in the field of hotel at a faster pace, since the competitiveness of hotel enterprises can be ensured in the conditions of achieving the best global standards of service. In turn, the effectiveness of the implementation of innovations becomes an urgent task in the conditions of anticipatory growth of scientific and technical progress, as well as serious changes in the structure of demand, behavior and motivation of consumers [Zyanko, 2017].

Innovative activity include modifications to the product, procedures, marketing, organization, and scientific and technical advancements and discoveries in addition to their practical application, production management.

Innovations in the hotel business should include, first of all, those innovations that contribute to [Krill, 2017]:

- restoration and development of guests' spiritual and physical strength;
- increasing the effectiveness of the tourism infrastructure;
- increasing management efficiency and increasing the competitiveness of the hotel business in the country;
- progressive changes in production factors;
- improving the image and competitiveness of the hotel business enterprise.

The introduction of innovations in domestic practice faces a number of factors that inhibit the innovative development of the hotel business in Ukraine, in particular [Maznev, 2016]:

- risk of loss of capital investments;
- insufficient level of experience of domestic managers in implementing innovations;
- limited financial resources of most hotel business enterprises;

- subjective attitude to innovations, both of entrepreneurs and service personnel;
- significant obstacles in obtaining support for innovations from the state;
- high cost of innovative developments;
- the difficulty of adapting the hotel enterprise and staff to innovations;
- the probability of receiving additional income in the long term, and not instantly.

Applying the strategy of innovative development of hotel and restaurant business enterprises, it is necessary to observe the following stages [Malska, 2012]:

- 1) setting the goals and objectives of the innovative activity of the enterprise;
- 2) formation of an innovative strategy of the hotel and restaurant business enterprise;
- 3) compliance with the innovation policy;
- 4) the distribution of the company's resources for conducting its innovative activities;
- 5) development of tactical plans for innovative activities of the hotel or hotel complex;
- 6) application of benchmarking methods;
- 7) analysis of the chosen strategy.

Thus, a correctly chosen strategy for the innovative development of a hotel-restaurant business enterprise and the use of appropriate tools are the key to increasing its competitiveness.

Modern hotel enterprises, which are constantly improving their competitive advantages, can in practice apply the following tools of innovative development:

1. BTL-tools are focused efforts to impact consumers during the decision-making process for service purchase. This involves promotions, sampling, demonstrations, test trials, discounts, bonuses, etc. For hotels, BTL events are

not only pertinent but should also be a key element in shaping the enterprise's innovative strategy, offering a more engaging array of tools and methods compared to direct advertising [Mykytyuk, 2015].

2. A business strategy is an all-encompassing management plan designed to enhance the hotel's market position, attract and satisfy potential consumers, compete successfully, and achieve overarching goals.
3. Differentiation tools – defining a list of hotel services that differ from competitors' services and are important for hotel guests. Such services contribute to attracting more consumers. This tool of innovative development can create protection for the hotel and restaurant business enterprise from the strategies of competitors.
4. Outsourcing tools are an important development mechanism based on the transfer of non-core functions of the enterprise and all relevant assets to the management of a professional contractor (outsourcer). Hotels are mainly starting to use IT outsourcing schemes: web hosting, provision of various types of internet services, web design, development, implementation and support of information systems.
5. Tools of strategic development in hotel business marketing are the formation of goals, their achievement and the solution of hotel business tasks for each individual hotel product, for each individual market for a certain period.
6. Benchmarking tools for hotel business enterprises study of competitive products, costs and technologies of their production, attributes, financial and economic metrics, and relationships with suppliers and consumers. To identify the most lucrative goods for the business, all of this is required. During benchmarking, the best practices of not only direct competitors, but also representatives of other fields are studied [Mykhaylova, 2013].

According to the theory of competitive advantage, the competitiveness of an enterprise can be ensured by two types of competitive advantages: advantages in skills and advantages in resources. Advantages in skills depend on the

efficiency of the functioning of the organization's divisions, the degree of initiative of the staff, the presence of "know-how" in research and design, etc. The level of advantages in resources is determined by the personnel composition and qualifications of employees, the availability of financial resources, and the degree of scientific, technical and commercial cooperation.

In comparison with the competitor company, which is in the highest positions of the market or in a certain segment, the organization tries to gain an advantage, which is called relative. Such advantages can be internal or external. External advantages are based on the properties of the product or service, which are valuable for the consumer and are aimed at the most complete satisfaction of his needs. Such advantages increase the "market power" of the organization in such a way that it allows it to dictate higher prices in the market, which does not always ensure the corresponding quality.

The types of innovation processes are highlighted in the scientific literature:

- "breakthrough innovation";
- "innovation-improvement";
- "innovation-modification".

Analyzing the above types of innovation processes from the standpoint of their application in the hotel business, the following should be noted:

- "breakthrough innovation" acts as the generation of radically new knowledge; determination of consumer demand in innovations of this type; formation of qualitative and quantitative parameters of innovation; innovation testing; implementation; spread of innovations in the field of hotel business; evaluation of the result of the introduction and effectiveness of innovations;
- "innovation-improvement" involves: choosing the qualities of a service or product that should be improved and setting a number of problems that require solving; development of measures (ideas) that will lead to improvement; selection of the basic idea of improvement; formation of the technical task and testing of

the innovation; adjustment, implementation and evaluation of improvement effectiveness;

- "innovation-modification" involves: finding out the need for modification; selection and specification of parameters to be modified; formation of the technical task; testing, implementation of modification and evaluation of effectiveness [Nytuta, 2016].

Each of these types describes a certain innovative process that must be studied from the point of view of its application in the activities of enterprises of the hotel business of the economy. At the same time, it should be taken into account that they can be implemented both separately and comprehensively, therefore, the justification of a specific type of innovative process, which is relevant for the economic activity of the enterprise, is of particular importance.

At this stage of the development of the hotel business, enterprise managers consider the problem of managing the innovation process mainly from the point of view of attracting resources in order to solve tactical management tasks. At the same time, the modern world market of hotel services is characterized by the dynamic development of various types of innovation. The most effective among them are [Orlyk, 2015]:

- automated management systems that optimize the work of personnel;
- innovative distribution technologies in electronic reservation systems;
- security and perimeter signaling systems;
- heat- and energy-saving innovations to comply with environmental requirements, etc. Therefore, the activity of modern domestic enterprises of the hotel industry should be aimed at the economic justification of management decisions regarding the introduction of product, technological, marketing and organizational innovations.

CHAPTER 2. INVESTIGATION OF INNOVATIVE ACTIVITIES AT THE "PREMIER" HOTEL IN M. KAMYANSKE

2.1. Efficiency and management system of the Premier hotel

Hotel "Premier" is built in the center of the city of Kamianske, Dnipropetrovsk region (appendix C).

The organizational form of the enterprise is a limited liability company.

The form of ownership is collective.

Basic types of activities:

55.10. Hotels and other places of residence;

56.10. Restaurants and food delivery services;

68.20. Lease and management of own and leased real estate.

This hotel is an important company for the Dnipropetrovsk region and its economic development. Since during a full-scale invasion, the hotel accommodates guests passing through and thus activates the business environment in the city. Also, this hotel is a major employer for city residents and internally displaced people. All employees are officially registered. In addition, this hotel pays taxes, which is also very important now in the conditions of economic instability and military operations.

Hotel "Premier" suggests comfortable rooms that meet high European standards of rest and will appeal to even the most demanding guests [Daynovsky, 2016].

The hotel's room stock consists of 27 rooms of different categories [Borisov, 2021]:

- 10 rooms of the "standard" category,
- 12 rooms of the "semi-luxury" category,
- 5 - "luxury" class.

All rooms are equipped with air conditioning, and guests can stay online at any time thanks to the free Wi-Fi offered by the hotel.

Hotel Premier offers a coffee shop to make guests' stay more enjoyable. A sauna and a restaurant are also available. Those arriving at Hotel Premier by car can take advantage of free parking.

Travelers who are interested in barbecue restaurants can go to Roadhouse.

In the restaurant, the visitor can taste dishes of international and Ukrainian cuisine, and in the lobby bar he will be offered various drinks. Breakfast is included in the price of accommodation.

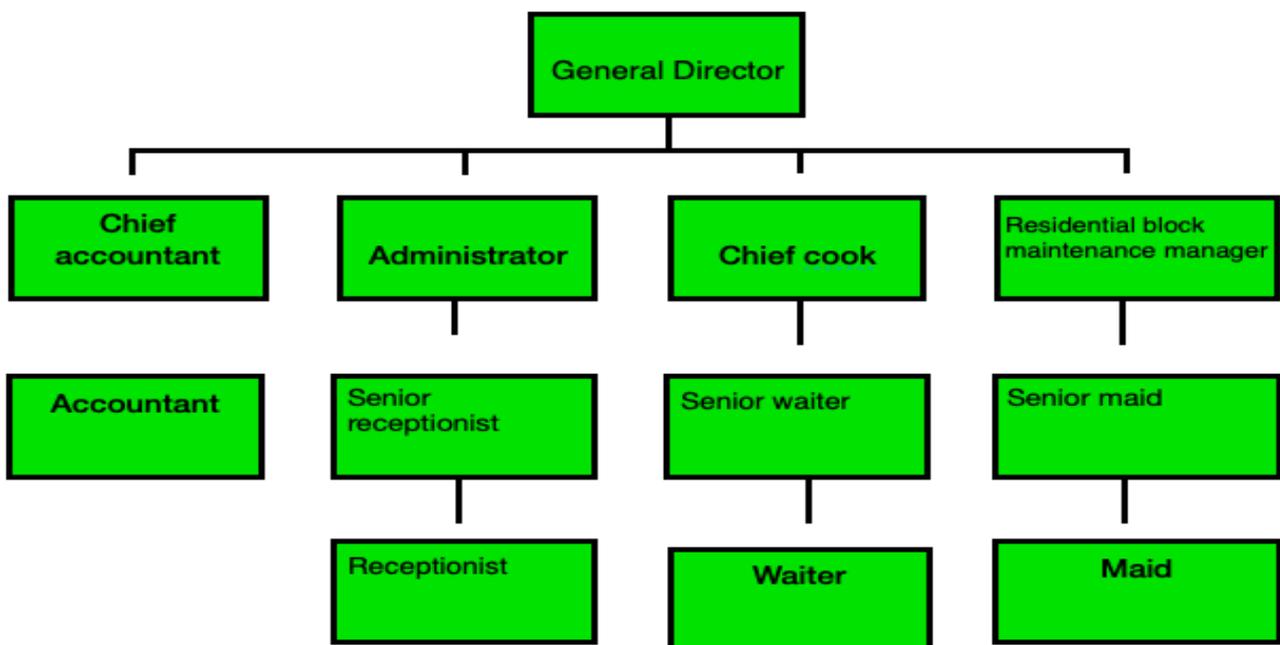
The organizational structure of the Premier Hotel management is shown in Fig. 2.1.

The organizational chart may change. It should be reviewed periodically, especially in case of significant changes in the hotel's management structure. Duties of different employees may vary depending on their qualifications and number of employees.

The organizational structure of the hotel is generally built in this way - management links include managers, their deputies who manage several structural divisions, the structural divisions themselves and leading specialists who perform certain functions or part of functions. direct executors (service personnel) are subordinate to them. At the top of the hotel's management structure are the owner and the general manager.

Allocation of tasks, definition of powers and responsibilities, as well as the development of informal and personal relationships amongst hotel staff. However, most hotels need a specific framework to distribute and manage interpersonal interactions. In large hotels, there is a need for a well-defined and purposeful organizational structure.

Fig.2.1 Organizational management structure of Hotel «Premier»



Source: constructed by the author.

The organizational structure of the hotel is primarily determined by its purpose, location, specifics of additional services provided, and other factors. It is a reflection of the powers and duties assigned to each employee.

Organizational structure is necessary for effective performance of key functions of employees, determination of their accountability, and provision of adequate efforts on the part of personnel. According to the nature of the

performance of labor functions, the hotel staff is divided into workers and employees. Workers directly provide services. The workers also include junior service personnel of the hotel - janitors, cleaners, etc. Servants organize people's activities, manage hotel departments, finance and accounting, supply, legal and other functions. They refer to persons engaged mainly in mental, intellectual work, and are combined into several subgroups.

2.2 Analysis of the efficiency of the Premier enterprise

The financial and economic activity of Premier Hotel LLC is aimed at gaining or maintaining a worthy competitive position in the market; therefore, it involves not only the analysis and evaluation of the achieved results, but also the planning of future activities, in particular, the preparation of short- and long-term financial plans. The successful implementation of such plans ensures the achievement of an appropriate competitive position on the market and contributes to the further economic growth of the enterprise.

The process of financial planning at "Premier Hotel" LLC includes the following stages: analysis of the current financial state of the enterprise, forecasting of future values of planned indicators, direct drawing up of plans and development of the procedure for making corrections in the process of implementing plans.

Forecasting is a rather complex stage of financial planning, which requires from the financial manager a high level of professional training in the field of not only finance, but also higher mathematics and programming, as well as the understanding that mathematical methods are only an effective toolkit that cannot replace the ability of a financier highlight the most important information, correctly evaluate it and predict future changes in the market.

The implementation of the financial planning system at Premier Hotel LLC involves not only drawing up and approving financial plans, but also monitoring their implementation and making the necessary changes to them in the process of their implementation.

A careful analysis of the current financial situation makes it possible to formulate real financial goals, and forecasting the future activity of the enterprise — to determine the most optimal ways to achieve these goals.

To form an idea about the indicators of the business activity of the enterprise, we will conduct an analysis of its property status (property of the

enterprise (assets) and sources of its formation (liabilities). The main indicators of the activity of Premier Hotel LLC for 2020-2022 are given in Table 2.1.

Table 2.1

The main indicators (economic passport) of the Premier Hotel for 2020-2022.

№	Indicators	Unit	Previous year	Reporting year	Growth rate, %
2020-2021					
1.	Revenue from the selling of goods	thousand UAH	13419	18145,4	135,22
2.	The quantity of workers	people	41	42	102,43
3.	The business's average capital	thousand UAH	11737,9	18010,3	153,44
4.	Expense of rendered services	thousand UAH	10105,6	13278,4	131,40
5.	Pre-tax financial outcome	thousand UAH	3971,2	4197,9	105,71
6.	Earnings	thousand UAH	3071,5	4197,9	136,67
7.	Profitability (the ratio of the difference between revenue and cost to revenue)	%	24,7	26,8	8,5
2021-2022					
1.	Revenue from the selling of goods	thousand UAH	18145,4	21138,7	116,50
2.	The quantity of workers	people	42	44	104,8
3.	The business's average capital	thousand UAH	18010,3	25747,9	142,96
4.	Expense of rendered services	thousand UAH	13278,4	16291,7	122,69
5.	Pre-tax financial outcome	thousand UAH	4197,9	4761,7	113,43
6.	Earnings	thousand UAH	4197,9	4513,8	107,53
7.	Profitability (the ratio of the difference between revenue and cost to revenue)	%	26,8	22,9	-14,6

Source: constructed by the author

From the table 2.1 we can see that the net income from sales in 2021 compared to 2020 increased by 35.22% and amounted to UAH 18,145.4 thousand, the cost of goods sold in 2021 also increased compared to 2020 by 31,4% and amounts to UAH 13,278.4 thousand.

In 2021, the number of employees of the enterprise increased by 1 person, and the average labor productivity increased in 2021 compared to 2020 by 32%.

The total amount of capital increased by 53.44% compared to 2020 and amounted to UAH 18,010.3 thousand.

In the financial result before taxation in 2021, there are significant positive changes compared to 2020 - an increase of 5.71%.

The net income from sales in 2022 compared to 2021 increased by 16.5% and amounted to UAH 21,138.7 thousand, the cost of goods sold in 2022 also increased compared to 2021 by 22.69% and amounted to 16,291.7 thousand hryvnias.

In 2022, the number of employees of the enterprise increased by 2 people, and the average labor productivity increased in 2020 compared to 2021 by 13.79%.

The mean total capital rose by 42.96% compared to 2021 and amounted to UAH 25,747.9 thousand.

In the financial result before taxation in 2022, significant positive changes were observed compared to 2021 - an increase in profit by 13.43%, or by 563.8 thousand hryvnias.

But, despite the general growth of all indicators, the profitability indicator for 2020 indicates a decrease in business profitability, which is objective, given the general crisis situation in the industry due to the introduction of total quarantine measures.

The main tools of short-term financial planning at Premier Hotel LLC are:

- calculation of the cash turnover cycle (financial cycle);
- payment calendar, which reflects the mandatory payments of the enterprise during the planned period;
- cash budget, which determines the volume of receipts and expenditures of funds of the enterprise during the planned period, as well as the moments of time when these receipts and expenditures are expected.

To determine the impact of macro-environmental factors on the operations of the "Premier" hotel, we will perform an analysis of the factors of the external business environment for the specified industry using the PEST-analysis tool. It is shown in the Appendix D

According to the analysis, the main threats to the "Premier" hotel are obsolescence of equipment, low quality of services, low control over financial reporting based on the results of operations, low profitability of the sale of services. However, the current strategic goals for the city's development as a tourism hub dictate the chances for the growth of the hotel industry in Kamianske. Therefore, it is necessary to form and further implement anti-crisis growth strategies in the Premier Hotel to overcome those crisis phenomena that arose under the influence of quarantine measures during the coronavirus pandemic and in connection with military operations on the territory of Ukraine.

2.3 Evaluation of the innovative potential of the Premier enterprise

The evaluation of the innovation potential will give an idea of the potential of each of the possible directions of development and the level of the maximum possible increase in the profitability of the "Premier" hotel.

Given that some indicators can only be assessed qualitatively, we will use a point assessment of its elements to analyze the state of the enterprise's innovative potential. This assessment is carried out with the help of a score scale developed for each indicator and coefficients that determine the importance of each element in the formation of the innovative potential of the firm.

Indicators are grouped according to the relevant features, each group is assigned a corresponding score. The assessment of individual characteristics was carried out expertly, that is, by means of a questionnaire, in which 30 people of different ages took part. The target audience was company employees. A scale of 1 to 3 points was chosen for evaluation, respectively:

- 0 points - the potential of the element is not used at all;
- 1 point - low level of use of the element's potential;
- 2 points - the average level of using the element's potential;
- 3 points - a high level of use of the element's potential.

The checklist of points for the evaluation of the components of the innovative potential of the "Premier" enterprise is presented in Table 2.3

Table 2.3

Checklist for scoring the components of the innovative potential of the
"Premier" hotel

Components of IP	Parameters	Points
1	2	3
1. Production Capability	1.1. Capacity utilization rate	3
	1.2. The level of progressiveness of applied technologies	2
	1.3. Level of production flexibility	1
Final grade		6
2. Personnel capabilities	2.1. Personnel qualification level	3
	2.2. The level of staff readiness for changes in the enterprise	1

	2.3. Development of the personnel motivation system	1
	2.4. The degree of creative initiative of the staff	1
Final grade		6
3. Scientific and technical capabilities	3.1. The level of costs for scientific development in the cost of commercial products	1
	3.2. The level of costs for the use of scientific and technological achievements in the cost of commercial products	0
	3.3. Level of use of developments	1
	3.4. The share of personnel engaged in scientific development in the total number of personnel	1
Final grade		3
4. Marketing Opportunities	4.1. Rationality of use of goods distribution channels	2
	4.2. Flexibility of pricing policy	1
	4.3. Ad Usage Rate	1
	4.4. Sales System Efficiency	2
Final grade		6
5. Organizational Capabilities	5.1. The level of innovative orientation of the organizational structure	1
	5.2. The level of compliance of the organizational culture with the innovative development of the enterprise	1
	5.3. The level of competence of managers	2
	5.4. Development of the information support system	1
Final grade		5
6. Financial Opportunities	6.1. Absolute liquidity ratio	1
	6.2. Quick liquidity ratio	3
	6.3. Total liquidity ratio	3
	6.4. Financial stability of the enterprise	2
Final grade		9

Source: constructed by the author

For a clearer perception of the assessment of the components of the innovative potential of the "Premier" enterprise, let's build a graphic image (Fig. 2.2)

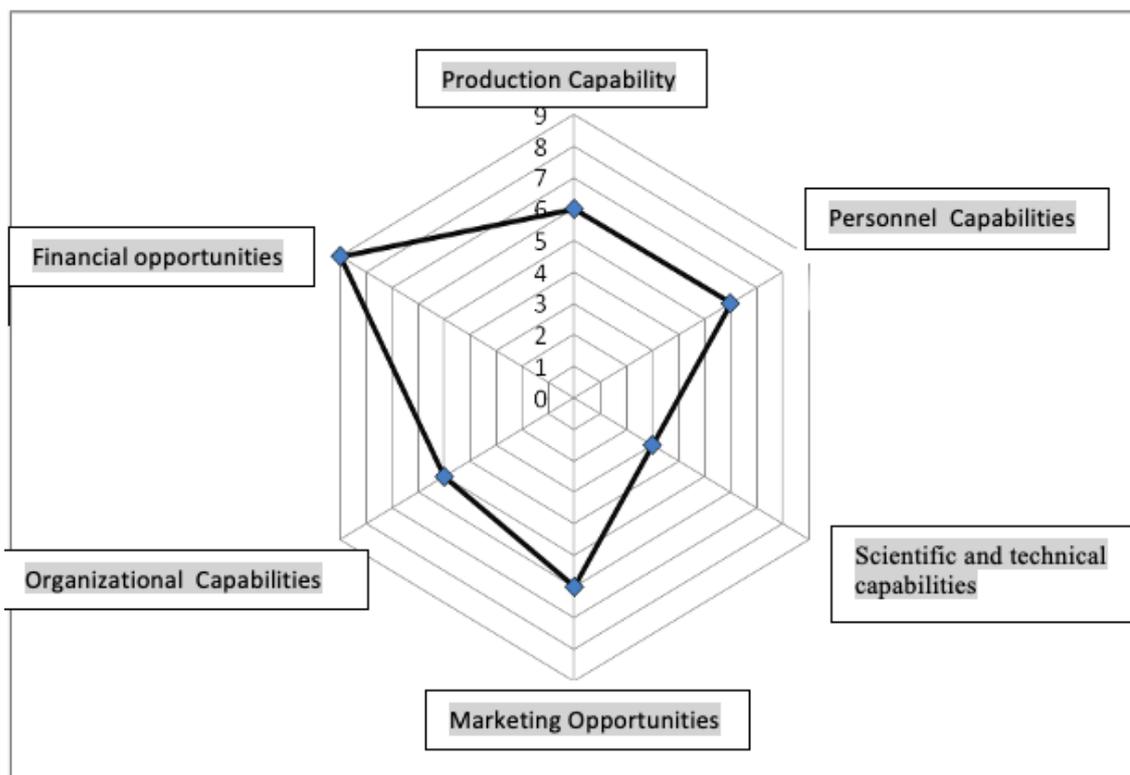


Fig. 2.2 - Diagram of the assessment of the components of the innovative potential of the enterprise

Source: constructed by the author

Drawing conclusions from the examination of control sheets and graphs, it can be said that the use of innovative potential is at an average level, that is, there are still reserves for improving activities. The study of the innovative potential allows us to conclude that the management of the Premier Hotel pays attention to it, but not so much that, analyzing the dynamics, it comes to the understanding that the intensity of using the innovative potential is the lowest in recent years, and that urgent measures must be taken to solve this problem regarding the reform of personnel policy and strategy of the enterprise.

Conclusions can be made based on the study that has been done regarding the directions for creating favorable conditions for improving the innovative activities of the Premier Hotel.

The strategy for the development of the enterprise's innovative activity is a set of coordinated management decisions that affect the enterprise's innovative activity and have a long-term effect.

The following disadvantages of innovative strategies can be identified:

- the typical business strategy of the company today considers the innovation strategy as a functional R&D;
- the existing strategy considers innovation initiatives not as investments, but as costs. Perceiving them as costs hinders innovative initiatives in the organization.

In order to develop a high-quality strategy that would really meet the conditions and features of the implementation of innovative development processes in the hotel business, it is necessary to consider, define and formulate a program of strategic activities that will be coordinated with the goals and direction of innovative development of the enterprise (Fig. 3.1.).

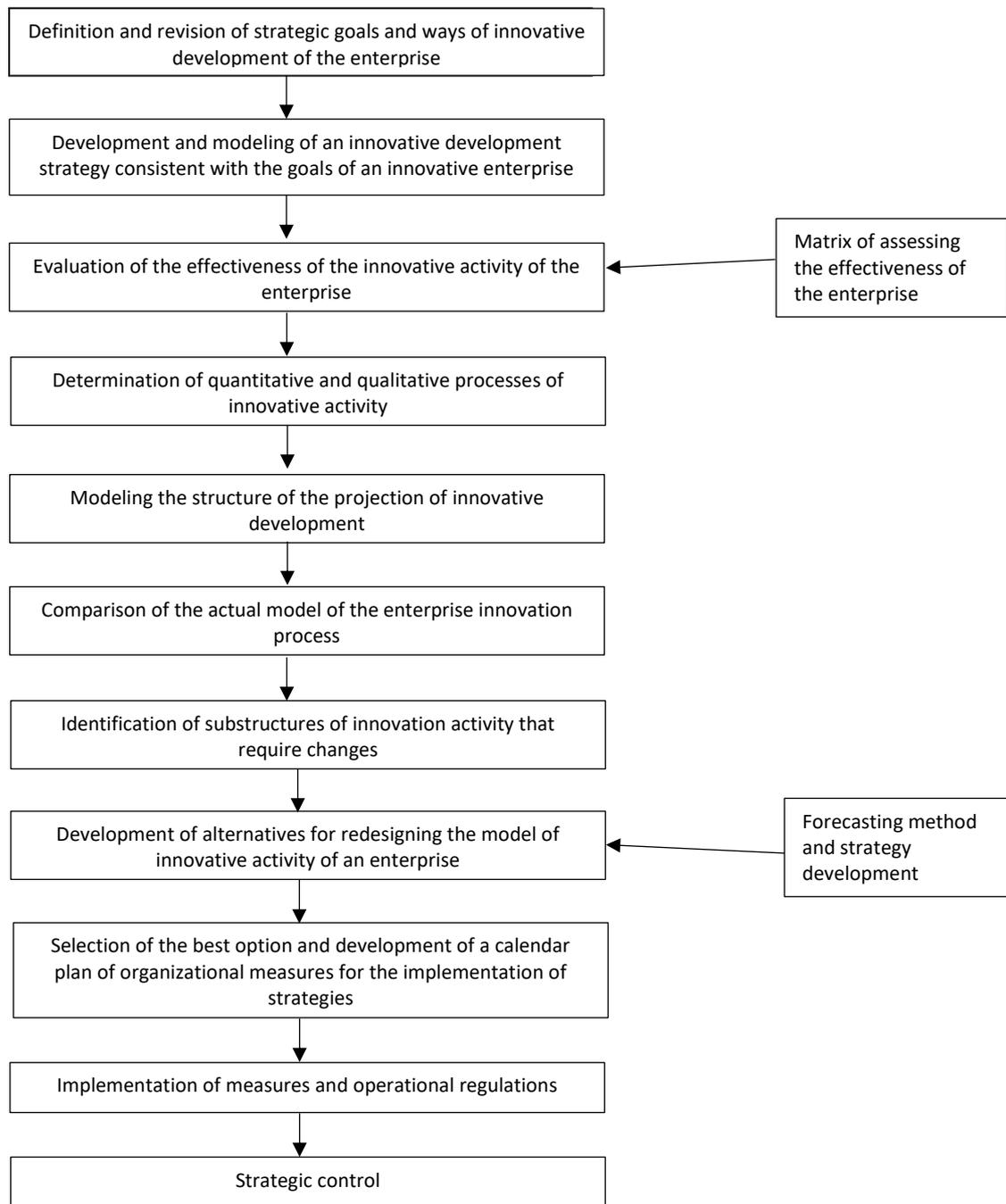


Fig. 2.3. - A model of strategic management of the growth of the enterprise's creative operations

Source: constructed by the author

Having analyzed the innovative activities of the Premier Hotel, we can conclude that at this stage of life the company has a strong competitive position.

However, in order to maintain its position on the regional market in crisis conditions, it is necessary to:

1. Conduct market research constantly, not from time to time, as today. Constantly conduct patent and marketing research of the corporate environment, notice changes in time, adapt to them more quickly and segment markets based on these changes in order to more fully meet the needs of consumers.

2. The formation of the innovative development of the enterprise depends not only on external factors, but also, most importantly, on the personnel working at the enterprise, therefore it is necessary to constantly improve the quality of the personnel's work. To increase it, it is necessary to take the following measures:

- retraining, training, seminars;
- introduction of a system of continuous industrial training;
- social protection of the company's employees;
- creation of a favorable environment for productive work of people;
- joint implementation of innovative projects with specialists of scientific research, design and construction, marketing studies, creation of a certain system of information support for innovations.

3. Updating the company's personnel policy so that it is aimed at the selection, development and retention of highly qualified personnel capable of developing and implementing innovations.

All of the above tasks should be implemented first of all by the organization of the service, which would be engaged in the development and implementation of innovative ideas in the operation of the hotel. It may not necessarily be individual employees who would be engaged only in this type of activity, given the relatively small size of the hotel itself, it would be economically unprofitable. For small enterprises of the hotel business, the best option would be to create a collegial group of employees who should constantly, within their competences, make suggestions for improving work. In this case, it would be necessary to set

the regularity of providing proposals for the hotel's management, their consideration and the development of decisions regarding their implementation.

The conducted studies prove the need for an urgent analysis of the hotel's activity for the purpose of identifying innovative potential. First of all, analyze the completeness of information about the hotel on the Internet. Because with the development of information technologies, the ability to present information about yourself as a business structure online is key in attracting customers, especially those who are not organized by tour operators or organizers of other events, but are engaged in searching for daily accommodation on their own.

Hotel "Premier" does not have its own website, and therefore does not provide its potential customers with the possibility of convenient remote ordering of room reservations. Also, information about this hotel is posted only on the site of the Kamianetska City Council in a rather concise descriptive style, which does not give an idea of the entire complex of available services, the order and conditions of their provision, the level of prices and the conditions for booking rooms. In addition, without an electronic resource, it is impossible to organize affiliate advertising involving related parties, such as a restaurant, coffee shop, which are mentioned on the above-mentioned website; as well as local travel agencies, taxi companies, etc.

That is, the presentation of information about the hotel in the modern information space could significantly increase the demand and, accordingly, the occupancy level of hotel rooms throughout the year. Costs for developing your own website can be much more effective than, for example, costs for creating outdoor advertising, in the form of billboards, or advertising in the media or in the form of flyers. Of course, such advertising channels also have their effectiveness, but with the development of the Internet, their effectiveness will decrease more and more. That is, in the implementation of innovative solutions, it is necessary to focus on advanced technologies, as well as the experience of

more developed competitors, as well as domestic and foreign industry experience in general.

Further, based on the photos of the hotel's interiors available on the website of the Kamianske City Council, we can conclude that they are not connected by a single stylistic decision, that is, the hotel does not have its own unique image. The interior is created using sets of standardized elements common to modern design, without adding individual style features. So, during the construction and decoration of the hotel, image issues were not considered at all. Now, adding to the interiors of the rooms and other premises of the hotel original decorations, made in a single style, which could add to the image and, accordingly, to the recognition of this particular hotel, could change this situation.

In addition, in order to build a positive reputation, it would be possible to introduce a feedback form on the hotel's website, with reviews and evaluations of the hotel's work, as well as with the possibility of providing suggestions that could become ideas for improving the work in the future. What is more, such a contribution to the hotel's reputation would be the most effective in economic terms, since it does not require large investments, but it forms positive reactions and trust of customers, and therefore commitment in choosing the services of this particular hotel.

One cannot also reject the possibility of cooperation with volunteer organizations or charitable foundations, providing for rent premises for holding, for example, master classes, round tables or other events for internally displaced persons. Moreover, the rent may be minimal, only to cover operating costs, but firstly, it is better than nothing, and secondly, such socially oriented activities of the hotel can have a very positive effect on the business and social reputation of the hotel.

The above-mentioned ideas for improving the operation of the hotel are certainly not exhaustive. A more detailed, professional analysis and development of management decisions should be carried out by the hotel's management team.

Why is the following mechanism for managing the innovative activities of the "Premier" hotel proposed:

1. Generating ideas.
2. Economic calculations and predictive assessment of efficiency.
3. Coordination.
4. Preparation for implementation, drawing up plans, schedules.
5. Implementation, with the appointment of responsible persons.
6. Collection and analysis of data on the effectiveness of innovative solutions.
7. Adjustment, if necessary, of plans, schedules.

Given the scale and diversity of the specified tasks, management of the hotel's innovative activities covers strategic and operational aspects.

Strategic management of innovative activities consists in forecasting global changes in the economic situation and finding and implementing large-scale innovative projects aimed at ensuring the effective functioning and development of the organization in the long term.

Operational management of innovative activities consists in drawing up calendar plans-schedules of work execution and control over their execution; study of economic, organizational-management, social-psychological factors affecting the organization's ability to carry out innovative activities.

The main threats to the "Premier" hotel are obsolescence of equipment, low quality of services, low control of financial reporting from activities, low profitability of the sale of services. However, the current strategic objectives for the city's development, particularly the tourist hub, dictate the chances for the growth of the hotel industry in Kamianske. To combat these crisis occurrences, it is therefore essential for businesses to develop and further apply anti-crisis growth strategies.

To assess the strategic direction of the hotel's development, we conduct a SWOT analysis of key factors characterizing the Premier Hotel's environment and consider its development strategy.

Table 2.4

SWOT analysis

Internal environment	
STRENGTHS-S 1. Hotel experience in the market 2. a brand (brand) known to consumers 3. Established connections with contractors	WEAKNESSES – W 1. low share of services in the domestic market; 2. inadequate capability of the home market; 3. expensive for the typical customer
External environment	
OPPORTUNITIES – O 1. Market expansion by expanding the product range 2. Increase in sales due to the appearance of new services 3. Increase the number of related services 4. Attract more people from the occupied territories as our consumers 5. investment boom after victory	THREATS – T 1. Decrease in demand due to inflation 2. political instability 3. Inadequate legal regulations for the industry 4. A full-scale invasion of the region

Source: constructed by the author

The main factors determining the company's strengths are:

- Company experience on the market;
- known mark.

The introduction of new technologies that have not been used before may be complicated due to the reluctance of owners, high costs of retrofitting and the difficulty in adapting apartments to modernization.

Premier Hotel's innovative technologies and solutions are expected to either improve the quality of meeting existing customer needs or create a new service that meets previously unmet needs.

The innovative activity of the "Premier" Hotel has several goals:

- Developing and introducing new tourist products;
- Introduction of modern technical means.

To increase guest benefits, innovative technologies are essential in the hospitality industry. Thanks to such solutions, it is possible to attract more tourists to the "Premier" hotel and interest groups of people who have not yet used the hotel's services. The hotel currently uses the Booking service to book rooms.

This type of investment allows us to improve the quality of services at Premier Hôtel. The money must be spent on purchasing equipment and training staff. However, in the future, the flow of leaves will increase, income will increase, and expenses will pay off [Sagaidak, 2013].

It will be more convenient to book a room at the Premier Hotel.

Computer programs and programs help increase the effectiveness of the "Premier" hotel management system. (Appendix E)

According to global practice, the set of automated systems used in hotel management includes [Shulgina, 2015]:

- Hotel management system (PMS – Property Management System);
- Restaurant Management System (Sales Point);
- Event organization system (sales and catering);
- Telephone communication system (telephone management system);
- electronic key system (key system);
- electronic mini bar system (mini-bar system);
- interactive television system (Video Services System);
- Energy management system;
- Credit card processing system (credit card authorization system);
- Inventory accounting and costing system (food and beverages);
- Financial and accounting system (accounting system);
- Central reservation system;
- online reservation system (Web Reservation System);
- Personnel management system (Human Resources System);

- Security system.

A hotel management system is a software tool that enables the automation of room inventory management and customer settlements.

Hotel management system features include:

- description and control of the status of the number fund;
- Preparing tariff plans for accommodation and additional services;
- working with applications according to which the arrival of guests is planned. Application – a document (letter, telex, telephone message) from a consumer organization requesting accommodation;
- Room reservation;
- free accommodation, accelerated check-in, accommodation in a booked room;
- Guest registration;
- Organization of payments through cashless processing;
- Payment control and trip registration;
- Maintaining guest archives;
- Preparing statistics and reporting on hotel operations;
- Concierge functions (maintaining and providing guests with information about attractions and other things of interest to guests);
- Management of treasury operations (tax accounting for collections, preparation of treasury reporting);
- List of additional room amenities (beds, hair dryers, fans, refrigerators);
- Revenue management (creating a flexible pricing policy based on hotel occupancy, calculation of the ratio of guaranteed to non-guaranteed reservations, length of guests' stay, etc.)

Power management is a good new feature. The power to the room will be cut off if the card is removed from the special niche. This not only saves money,

but also prevents fires and damage to livestock that may occur due to the negligence of vacationers.

A special application has been created for iPhone users that allows you to open the door to your room.

Special mirrors that transmit weather forecasts are also useful.

In order to improve the service of hotel customers, we consider it justified to introduce a new type of service - a unique airline luggage delivery service, aimed at significantly increasing the comfort of travelers (BagsPorter luggage delivery service).

Similar services have already been proven in America, Great Britain and the United Arab Emirates. Therefore, it was decided to launch them in Kamensk. Hotel "Premier" may be the first hotel to actively offer and develop this service.

The essence of the service is that when a customer leaves the hotel, he or she can arrange for the delivery of his or her luggage to the airport, saving a significant amount of time and effort because he or she does not have to return to the hotel to collect the suitcases. Go to the airport. The client can do his business in the city or go for a quiet walk.

The website's creators took care of all the nuances - from luggage insurance and ensuring transport safety, to checking the presence of prohibited substances and packing parcels in special designer suitcases. The traveler can be sure that his luggage will arrive at the airport on time, safely and in accordance with all requirements.

In order to increase the number of hotel guests, it is recommended to participate in the reservation system for airline tickets and hotel services on the It-Tour portal. A numbered hotel fund participates in the reservation process used by tourism market operators.

The tour operator's information system offers the following functions:

1. Ability to deliver special offers to most stores in Ukraine within minutes.

2. Possibility to deliver special offers to Ukrainian end consumers within minutes using remote tour search modules on travel agency websites.

3. Install a search engine with an offer filter on your website.

4. Highlight the best hotels in the system's search results with the option to provide their detailed descriptions to increase sales of these hotels.

5. From the search results, select hotels offering bonus or promotional programs, with the option to provide a full description of these programs.

6. Take advantage of the opportunity for image and commercial contact with the target group by placing information on the home page banners (300*250 px - 2 banners before authorization and 468*200 px - 2 banners after authorization in the system). This is a unique opportunity to design the required number of banners in rotation to accompany your audience on all programs, like a local tour operator.

7. Dynamic management of the "Best offers of tour operators" block, which, after authorization, is located on the main page of the system and is associated with the owner's logo and 6 repair options (combined into 3 blocks).

8. Possibility of "raising" the tour operator's offers for the approach to the border to the first position using the method of respecting animals for the target group in the case of this repair option (circled in the 1st position, visible in color).

9. Placing contextual reservations about the results of research trips in the country (branding of research results).

10. Branded tour search forms.

11. Last minute route branding.

12. Branding of the information page [40]

Most orders are placed through agencies directly from tour operators (according to statistics, an average of 88-95%). This percentage is particularly high if the tour operator has online access to the trip search results in the system.

In addition, about 60% of searches (1 million 700 thousand as of August 1, 2019) are carried out directly by tourists via remote modules on travel agency websites.

At the same time, the tour operator's offers posted in the system also participate in these inquiries and are also booked in the tour operator's systems.

To see a tour operator's price offers and support, you need to:

1. Analyze the data delivery format for tour operators and create a data converter.

2. Create a correspondence table between the names of hotels, room types and accommodation types used by the tour operator and the standardized names of these parameters used in the system. The search table contains over 25,000 hotels, each with up to 19 name variations.

3. Complete the initial loading of all tour operator offers into the system.

4. Fix any errors that occurred during the first run and restart the system if necessary.

5. Check the tour operator's system more than 100 times a day for new offers, sales points and transportation locations, and when changes occur, download and convert them to the desired format.

6. Check the accuracy of offers and inform the tour operator if there are any errors[41]

7. Monitor the operation of server devices, improve their performance, ensure reliable operation of the devices and protect them against unauthorized interference.

8. Provide a sufficient Internet channel for uninterrupted data exchange with the system.

9. Ensuring continuous operation of the system and comfortable work for all users.

10. Ensuring the proper operation of all remote search modules on travel agency websites in order to correctly display tour operators' price offers.

Since the system is free for all users, the remuneration paid by tour operators for submitting price offers does not cover all the costs of maintaining the system. Its profitability is achieved by providing additional services, the investments of which provide the tour operator with a quick and effective return on investment, which is expressed in an increase in the number of reservations in all system distribution channels (directly through the headquarters and through remote modules). Moreover, this return is incomparably higher than in the case of traditional advertising methods.

Now in the "It Tour" system:

- 7,400 active users (travel agency managers)
- 4029 active travel agencies.

According to the online statistical service LiveInternet, the system is used by over 7,000 users every day as a work device, of which 98% are managers of Ukrainian travel agencies, 2% are managers of Moldovan agencies booking trips to departures from Ukrainian cities (Kharkiv, Kiev and Odessa).

In total, system users perform over 8,000,000 circuit searches per month.

There are over 1,900 remote tour search modules and over 300 different sites installed on travel agency websites [Fedorchenko, 2002].

The "It-Tour" tour search and booking system is intended solely for use by travel agencies and tour operators. It is closed to the end consumer of the tourism product: tourists. The system interface is intuitive, but in order to use all system functions, it is necessary to read this manual.

To register a new user, go to the registration page using the appropriate link located in the upper right corner of the system home page.

After completing all the form fields and saving them in the system, a letter will be sent to the contact e-mail address provided in the form.

Please use the link received in the email in this letter to complete the registration process.

Now you can use almost all system functions. Registration will be completed immediately after checking the data provided in the form.

To authorize and start working in the system, enter your unique login and password received during registration and click the padlock icon.

After authorization, the user has access to all system functionalities.

The main page of the system consists of separate functional blocks:

- 1 – main menu block;
- 2 – menu block enabling quick access to important system functions;
- 3 – block of the best offers of tour operators;
- 4 – news block;
- 5 – operational information block;
- 6 – NBU exchange rate and liquid currency exchange rate;
- 7 – information about tour operators' currency rates presented in the system;
- 8 - weather guide for seaside resorts.

For online support of visitors to the "It-Tour" website, use the function of an online consultant [Semtsov, 2022]

HMS (Hotel Management System) is the main software system of an operating hotel, without integration with which comprehensive hotel automation, revenue management and analysis are impossible. Thanks to this system, the customer's "life" in the hotel is visible at all stages: room reservation, check-in, check-out. Moreover, it determines the hotel's pricing policy, cooperation with contractors, groups, customer service - hotel cash settlements, etc. [Nagorski, 2015].

CHAPTER 3. PROPOSALS FOR IMPROVING INNOVATIVE ACTIVITIES AT THE “PREMIER” HOTEL

1.1. Development of proposals for improving the hotel's innovative activities

In modern conditions, high-quality and effective management of the hotel's economic activity is impossible without the full use of modern Internet technologies. Their active implementation, as evidenced by the conducted research, is the basis of the functioning and development of such a dynamic area as the hotel industry. These processes are due to the fact that modern innovative online technologies have penetrated practically all social spheres of a citizen's life and have become the norm for its functioning.

Taking into account the development of Internet technologies, the researched business enterprise "PREMIER" hotel needs to be in trend, constantly improve and develop in order to be as accessible as possible to potential customers and the most effective institution in the market of hotel services in the region.

Hotel "PREMIER" is one of the leading hotels. The hotel has modern infrastructure, highly qualified staff and offers a wide range of services. However, to remain competitive in the market, a hotel must constantly innovate.

Below are a number of suggestions for improving the innovative activities of the "PREMIER" hotel:

Development and implementation of a new hotel concept. The hotel must define its unique proposition in the market and develop a concept that will reflect that proposition. The concept should include such elements as:

- Target audience.
- Services and products.
- The atmosphere.

- Marketing and communication.

Implementation of innovative technologies. The hotel can use innovative technologies to improve the efficiency of its operations and provide better service to guests. For example, a hotel can use such technologies as:

- Automated hotel management system (PMS).
- Access control systems.
- Energy management systems.
- Waste management systems.

Personnel development. The hotel staff is the key to the success of innovative activities. The hotel should invest in staff development to ensure they have the skills and knowledge needed to innovate. The hotel can conduct such events for staff development as:

- Innovation training.
- Advanced training programs.
- Internship programs.

Cooperation with partners. The hotel can cooperate with other organizations to develop and implement innovations. For example, a hotel can cooperate with such organizations as:

- Universities and research centers.
- Innovation centers.
- Innovative companies.

The specific innovation projects that a hotel can implement will depend on its target audience, services and products, and available resources. However, even small innovations can have a significant impact on a hotel's success [Shulgina, 2015].

Considering the geographical location of the hotel, as well as the historical heritage of the city, the hotel can focus on the following innovative projects:

Development of a loyalty program for guests who are tourists. Such a program may include benefits such as free Wi-Fi, discounts on accommodation

and meals, as well as access to exclusive events and tours. This will allow the hotel to gain the trust of tourists and encourage them to visit again.

Implementation of a mobile system for ordering numbers and services, which will be adapted for foreign languages. This will allow tourists to easily and conveniently book a room and order services without leaving their phone. This will also help to improve the level of service for guests who do not speak Ukrainian.

The implementation of such innovative projects will allow the "PREMIER" hotel to increase its competitiveness in the market and win over new guests.

To evaluate the effectiveness of innovative projects, the hotel should use such criteria as:

Guest reviews. The hotel should regularly conduct guest surveys to get their feedback on innovative projects.

Profitability indicators. The hotel should monitor profitability indicators to assess how innovative projects affect financial results.

Market growth. The hotel should monitor how innovative projects affect market growth.

With the help of these criteria, the hotel will be able to evaluate the effectiveness of its innovative projects and make the necessary adjustments.

At the current stage, mobile applications created for the hotel business have become very popular, with the help of which it is possible to get all the important information about the operation of the hotel, the operation of the "PREMIER" hotel, namely: the location and general appearance of the hotel, the category of the hotel, information about the availability of the main and additional services of the establishment, information on the state of the room stock and its occupancy on a specified date, find out the price offer, promotions, solve the issue of online booking, evaluate the design of the hotel rooms, order additional products and services at the hotel.

Taking into account the modern processes of changing inconvenient laptops and computers to smartphones, the question arises regarding the creation of a mobile application for the company under investigation under the name of the activity of the hotel "PREMIER" for informing about its activities, booking room stock, obtaining information about the price policy of the establishment, and as well as the availability of basic and additional services. The project is designed for implementation within 3.5 years with the involvement of investment resources for its implementation.

The goal of creating the specified mobile app for the activity of the hotel "PREMIER" is to stimulate the growth of the number of active hotel customers, to ensure the growth of the occupancy of the hotel's room stock, and, as a result, the growth of the sale of hotel products and services, an increase in the cash flows of the enterprise.

Another aspect of the development and innovative activity of the hotel is the further development strategy and modification of the management system of the hotel enterprise of the hotel "PREMIER", it is also impossible without the introduction of the latest technologies in the management process of the institution.

The modern stage of the development of the global and Ukrainian sphere of hotel services proves that CRM and RSM systems, which are defined as corporate systems and designed to improve management processes at hotel enterprises, are particularly popular.

Investigating the essence of the CRM system (Customer Relationship Management), it is necessary to note its applied nature, it is a software system that is focused on strengthening the interaction between the hotel establishment and consumers of hotel services.

The system proposed for implementation is designed to ensure the organization of service to a wide range of hotel service consumers due to a significant amount of processing and further storage of information about hotel

service consumers, their preferences and requests, will stimulate the growth of the level and quality of the implementation of hotel services, ensure the improvement of the main business processes at the enterprise hotel "PREMIER".

When making a choice among alternatives, it should be noted that there are a significant number of various information system products with their own characteristics and specifications among the automated management systems of hotel enterprises on the Ukrainian market.

Along with this, in the economic activity of hotel enterprises, and accordingly the company of activity of the hotel "PREMIER" can apply or already use their combination, which significantly increases the efficiency of the implementation of the hotel management system.

To ensure the automation of the main business processes at the "PREMIER" hotel, we offer the implementation of the latest RMS system (Revenue Management System). In its essence, it acts as a system that is focused on stimulating the development of the management system; the specified system is a specialized product created for hotel enterprises, and in its basis uses various algorithms (mathematical, statistical and other systems), which make it possible to accumulate and carry out a systematic analysis of information about the activity of a hotel establishment[Borysov, 2020].

The analytical tool proposed by us for use will enable the institution's management to monitor, analyze and forecast changes in the market situation, as well as adapt the pricing policy for the main range of hotel products and services, taking into account the current market situation, changes in consumer requests, competitor prices, as a result, activates the marketing toolkit to attract more consumers of hotel services.

Therefore, in order to increase the effectiveness of the operation of the business under investigation, the hotel "PREMIER", in the context of its implementation of innovations at the current stage of development, it is proposed to implement two separate innovative projects: the first is the development and

implementation of a mobile application to ensure the growth of online sales of hotel services, the second is the implementation of the RMS system in the management activities of the enterprise, which will provide an opportunity to ensure the growth of the efficiency of management decision-making and ensure the growth of the profitability of the institution's economic activity in the future period.

3.2 Implementation of organizational innovations in the hotel

It should be noted that the developers of RMS systems offer various alternatives and modifications, as well as the possibility of integration with existing sales channels of hotel services, to use analytical tools for evaluating the main indicators of the current financial activity of the PREMIER hotel hotel.

In this context, it is important to use the main indicators characteristic of the operation of the investigated hotel, namely: average revenue per room (RevPAR), average revenue per guest (RevPAC), average admission rate (ADR).

An important stage in the implementation of any project is the substantiation of the economic parameters of the effectiveness of the implementation of the RMS system. The main directions of such justification will be the study of indicators of income from the implementation of hotel services, expenses, net profit, cash flows in the process of implementation of the implementation of an innovative hotel management system in the activity of the investigated enterprise.

The high-quality and most effective capabilities of SalesDrive systems are as follows, in particular:

- implementation of a complex project management system;
- invoicing, printing and sending documents;
- setting up the sales funnel, plans and reports;

- IP-telephony, integration with corporate mail;
- creation of sites and landing pages with built-in CRM;
- setting up bots, SMS chats, advertisements and letters, connecting social networks and messengers.

The amount of expenses in the planned period, which are associated with the initial implementation and maintenance of SalesDrive systems, is presented in Table 3.1.

Table 3.1 Planned costs associated with the implementation and maintenance of RMS systems SalesDrive "PREMIER" hotel, thousand UAH.

Project article	cost	2023 year	2024 year	2025 year
Costs for creating and adapting the platform		25	0	0
Platform administration		38,4	49,92	64,8
Salaries for IT workers		100	120	150
Costs for marketing activities		45	50	75
Total		208,4	219,92	289,8

Source: constructed by the author

The results of the study are presented in Table 3.1. reflect the amount of expenses that must be incurred for the implementation and maintenance of SalesDrive systems for the hotel company "PREMIER" hotel.

In the 2023 plan year, the amount of expenses will be UAH 208.4 thousand. (the largest amount of expenses for the administration of the platform - UAH 38.4 thousand, the IT staff salary will be UAH 100 thousand, marketing expenses - UAH 45 thousand).

In the 2024 plan year, the expenditure indicator will increase to the level of UAH 219.92 thousand. (the main expenses related to the administration of the

platform - UAH 49.92 thousand, wages of IT workers - UAH 120 thousand, marketing expenses - UAH 50 thousand).

In the 2025 plan year, the amount of expenses will be UAH 289.8 thousand. (costs for system administration will be UAH 64.8 thousand, IT workers' wages - UAH 150 thousand, costs for marketing activities - UAH 75 thousand).

In the context of the implementation of this project, it is necessary to update the material and technical base of the "PREMIER" hotel, in particular, it is planned to purchase 2 laptops, 1 printer, 1 scanner, and part of the costs will be directed to consumables[Gronroos, 1990].

The costs of material and technical support for the implementation of the proposed project are presented in table 3.9.

Table 3.2

Planned costs for material and technical support of activities related to the implementation and maintenance of RMS systems SalesDrive hotel "PREMIER", thousand UAH.

Cost item	2023 year	2024 year	2025 year
Purchase of laptops	80	0	0
Purchase of a printer	8	0	0
Purchase of a scanner	4	0	0
Consumables	10	15	20
Total	102	15	20

Source: constructed by the author

Next, we will present the total amount of investments that must be made for the implementation (implementation and maintenance) of the proposed

SalesDrive system project for the investigated enterprise "PREMIER" hotel (table 3.3).

Table 3.3

Investments are made in the project related to the implementation and service of RMS-systems SalesDrive hotel "PREMIER", thousand UAH.

Indicator	2023 year	2024 year	2025 year
Investments	310,4	234,92	309,8

Source: constructed by the author

So, as we can see, the total amount of investments in the project will be 855.12 thousand UAH, respectively, in 2023, the indicator of investments in the project will be 310.4 thousand UAH, in 2024 - 234.92 thousand UAH, in 2025 year - UAH 309.8 thousand.

The investment of the project will be implemented in stages, as the key tasks of its implementation are fulfilled, control over the implementation of the project will be entrusted to both parties - the administration of the "PREMIER" hotel and the project investor (corporate investment fund).

The next stage will be the study of the main indicators of project implementation (revenues, expenses, net profit, cash flows) implementation and maintenance of SalesDrive RMS systems (table 3.4).

Table 3.4

Cash flows of implementation of the project of implementation and maintenance of SalesDrive RMS systems at the "PREMIER" hotel, thousand hryvnias.

Indicator	2023 year	2024 year	2025 year	Total
1	2	3	4	5
Investments	-310,4	-234,92	-309,8	-855,12
Income	3450	4500	5550	13500

Income from the sale of the number fund	3200	4000	4800	12000
Other income	250	500	750	1500
Expenses	2550	3070	3440	9060
Salary for personnel	1750	2000	2200	5950
Utility payments	500	650	750	1900
Marketing and sales	200	300	350	850
Other operating expenses	100	120	140	360
Profit before taxation	900	1430	2110	4440
Income tax (18%)	162	257,4	379,8	799,2
Net profit	738	1172,6	1730,2	3640,8
Amortization	31,3	31,3	31,3	92
Net cash flow	769,3	1203,9	1761,5	3734,8
Discount rate (i=10%)	0,909	0,826	0,751	-
Discounted cash flow	699,3	994,4	1322,9	3016,6
Residual cash flow (total amount of investments in 855.12 thousand hryvnias)	-155,8	838,6	2161,5	-

Source: constructed by the author

Studying the data presented in Table 3.11, it should be noted the planned increase in the amount of income from the implementation of hotel services due to the introduction of SalesDrive systems. The proposed project will provide an opportunity to increase attendance and occupancy of the hotel's room stock, focus efforts directly on the end consumer of the institution, and also allow to optimize expenses for marketing activities and other expenses related to financial and economic activities [Plakida, 2013].

The amount of income from hotel services in the 2023 plan year will be 3,450,000 UAH, in 2024 – 4,500,000 UAH, in 2025 – 5,550,000 UAH. The total

amount of income from hotel services during three years will be UAH 13,500,000.

Costs for the implementation of this project will increase (staff wages, utility bills, marketing costs, other operating costs), in particular, in 2023, the amount of costs will be UAH 2,550,000, in 2024 – UAH 3,070,000.

hryvnias, in 2025 - 3440 thousand hryvnias.

From the data in the table, we can see the economic effect of the proposed project:

its implementation will make it possible to obtain a net profit in the amount of UAH 738,000. in 2023, 1,172.6 thousand UAH. in 2024 and UAH 1,730.2 thousand. in 2025.

SalesDrive is a comprehensive hotel management system (PMS) that can significantly improve the economic performance of your hotel. Here are some of the key ways SalesDrive can help you save money and increase your profits:

1. Increase in direct bookings:

SalesDrive has a built-in booking module that allows guests to book rooms directly on your hotel's website or through a mobile app. This can help you reduce your reliance on expensive online travel agencies (OTAs) and save on fees.

The system can also automate the sending of personalized emails to encourage direct bookings.

2. Optimization of pricing:

SalesDrive uses dynamic pricing that allows you to automatically set optimal room prices based on demand, dates, room type and other factors. This can help you maximize your room revenue.

The system can also help you monitor competitive pricing and adjust your pricing accordingly.

3. Cost reduction:

SalesDrive can help you automate many tasks such as booking processing, room calendaring, HR management and procurement. This can free up your time and allow you to focus on other aspects of your business.

The system can also help you track costs and find ways to reduce them.

4. Increasing guest satisfaction:

SalesDrive offers a wide range of features that can help you improve your guest experience, such as online check-in, mobile concierge service and a feedback management system.

Satisfied guests are more likely to leave positive reviews, recommend your hotel to friends and family, and book again.

5. Increasing loyalty:

SalesDrive has a built-in loyalty program that allows you to reward repeat guests for their loyalty. This can help you retain valuable customers and increase repeat bookings.

SalesDrive is a powerful tool that can help you improve the economic performance of your hotel. The system can help you increase direct bookings, optimize pricing, reduce costs, increase guest satisfaction and increase loyalty.

The formation of cash flows for the implementation of this project is carried out at the expense of available net profit and depreciation deductions (the amount of which is evenly distributed over the 3 years of project implementation, and the amount of fixed assets will be UAH 92,000).

Net cash flow as a result of project implementation will amount to UAH 769.3 thousand. in 2023, 1,203.9 thousand UAH. in 2024, 1,761.5 thousand UAH. in 2025. The total cash flow will be UAH 3,734.8 thousand.

Discounted cash flow reflects a method of estimating the value of an investment in a future period, based on the rate of capital and cash flows in the present period.

The calculated indicator indicates the growth of the discounted cash flow from the implementation of the project of implementation and maintenance of

SalesDrive 24 RMS systems for the "PREMIER" hotel, in particular, in 2023, the indicator will be 699.3 thousand UAH, in 2024 - 994.4 thousand. UAH and in 2025, UAH 1,322.9 thousand.

The residual cash flow during 2023 will be negative, since the amount of investment exceeds the received discounted cash flow - UAH 155.8 thousand, in 2024 the value of the indicator will be 838.6 thousand UAH, in 2025 the indicator will be 2161, 5 thousand hryvnias

To evaluate the effectiveness of the implementation of the proposed project, we will determine the indicators of profitability index, payback period and net reduced income[McCarthy, 1964].

Let's determine the indicator of the return on investment index: the ratio of the net present value of the cash flow to the size of the invested investment: $RI = 3016.6 / 855.12 = 3.52$

Accordingly, the indicator $RI > 1$, which certifies the effectiveness of project implementation, respectively by UAH 1. of investment funds, the "PREMIER" hotel receives UAH 3.52. net cash flow.

The next indicator that characterizes the effectiveness of project implementation is the payback period:

$$PO = 1 + ((155.8 / 994.4) * 12) = 1 \text{ year and } 2 \text{ months.}$$

This innovative project is designed for three years, while for 1 year and 2 months. the project will pay off in full and bring additional net cash flow (net profit).

The net reduced income of the project will be:

$$ChPD = 3016.6 - 855.12 = 2161.5 \text{ thousand UAH.}$$

Summarizing the results of the investment analysis, regarding the implementation of the proposed project of implementing Bitrix 24 RMS systems for the "PREMIER" hotel, it is necessary to note the following indicators of the project, namely: the net adjusted income will be UAH 2161.5 thousand, the

profitability index of the project is 3.52 points, the payback period of the project will be 1 year and 2 months.

In summary, we will present and justify the main indicators of the effectiveness of project implementation (table 3.5).

Table 3.5

Performance indicators (CPI) of the implementation of the SalesDrive system implementation project for the "PREMIER" hotel.

Level	Indicator KRI	Unit of measurement	Implementation result (KGI)
Business goals	Specific weight of consumers satisfied with cooperation	%	75
Processes	The number of renewed contacts	units	15
Processes	The number of appeals that remained without attention	units	5
Actions	The number of employees who have successfully completed advanced training	personal	3
Actions	Frequency of checking and updating information about consumers	Days	Daily

Source: constructed by the author

Due to the implementation of the SalesDrive system project for the "PREMIER" hotel, it is planned to maximize the CRI indicators of the project, namely the share of consumers satisfied with the cooperation will be 75%; the number of appeals that remain unaddressed should be minimized to 5 months; the

number of renewed contracts should be maximized, with plans to renew contracts for 15 units; the frequency of checking and updating information about consumers should be implemented daily; the number of employees who have successfully completed advanced training is 2 people involved in the project (2 employees from the SalesDrive company and an IT employee of the "PREMIER" hotel).

Thus, the proposed innovative project of implementing SalesDrive RMS systems for the "PREMIER" hotel is effective and can be implemented by the institution's administration in the near future [Reihanli, 2017].

We will calculate the commercial effectiveness of the implementation of a total of two proposed innovative projects for the investigated enterprise "PREMIER" hotel. In particular, due to the implementation of both projects, the company will attract investment resources in the amount of:

$$I = 3067.7 + 855.12 = 3922.82 \text{ thousand UAH.}$$

At the same time, the net profit obtained as a result of the implementation of the projects will be:

$$\text{State of emergency} = 12557.96 + 3640.8 = 16198.76 \text{ thousand UAH.}$$

The profitability index of both projects will be:

$$IR = \text{UAH } 16,198.76 \text{ thousand.} / 3922.82 \text{ thousand hryvnias} = 4.13$$

Accordingly, in addition to updating the management system and improving the efficiency of attracting hotel service consumers, these projects will have a commercial effect, because the profitability index will be 4.13 points (per UAH 1 of investment, the company will receive UAH 4.13 of net profit).

CONCLUSION

The goal of the work was achieved, namely the improvement of business planning and the implementation of software at Premier in Kamianske.

The first chapter of the work examines the essence and characteristics of project management - a project is a whole system of actions or tasks that must be performed to obtain a result. There are many concepts of project and activity, project management, but there is no consistency in theory and a single concept. Scientists have not reached a single conclusion about what the project is and what exactly its essence is based on.

The use of information technologies in the hotel sector allows to achieve many advantages that contribute to improving service, reducing costs, increasing the efficiency and competitiveness of the hotel. Innovative approaches supported by information technologies help hotels adapt to the changing needs of guests and effectively manage their resources.

Innovative activity is one of the most promising directions for the growth of enterprises, including in the hotel industry. Advanced enterprises of the tourism industry have shown in practice that innovative restructuring allows not only to ensure the growth of economic indicators, but also to consolidate them in the service market and solve a significant number of problems of an economic, environmental and social nature

There are a large number of approaches to the management of the innovative development of the enterprise and they are mainly focused on the application of innovations under stable economic conditions. But today, as you know, the Ukrainian economy is quite unstable and unstable, so let's consider several types of strategies, the use of which in tourism and the hotel industry can currently be considered the least risky.

Next, the project management tools were analyzed - there are a lot of tools, but we stopped at the Gauss matrix, which is more effective in the development of the project part and allows to adjust and control the executor of tasks.

in general, information technologies are of great importance for the implementation of innovative approaches in the hotel sector. They help hotels improve service quality, effectively manage operations, attract and retain guests, and implement continuous improvements that make them competitive in the marketplace.

Information technology allows you to automate many routine processes, such as reservations, guest registration, financial accounting, etc. This reduces the need for manual work and allows hotel staff to spend more time on important tasks, improve service and ensure a quick response to guest needs.

The use of information technologies allows guests to conveniently and quickly make reservations, the staff can provide personalized service, and also provide more opportunities for a convenient and comfortable stay of guests in the hotel. For example, mobile apps allow guests to control various aspects of their stay, including lighting, temperature, event schedules, and more.

Information technologies contribute to the improvement of communication between guests and staff, as well as between different departments of the hotel. Chatbots, electronic messaging systems and e-mail allow you to quickly and efficiently exchange information, solve questions and problems, and ensure constant availability for guests.

Also, in the first chapter, the peculiarities of software projects were investigated - they consist of tasks that are set before the programmer to obtain a working hotel business system. Depending on the number of hotel business services, there are many software's that can enhance the hotel and make it more attractive to customers. Because for the most part, customers like the comfort and automation of processes that they can get in the hotel;

In the second section, a practical study of the enterprise was carried out. The Premier hotel in Kamianske was analyzed - a REST analysis and SWOT analysis was carried out, from which it was concluded that the Hotel "Premier" is built in the center of the city of Kamianske, Dneprodzerzhinsk, Dnipropetrovsk region.

This hotel is an important company for the Dnipropetrovsk region and its economic development. Since during a full-scale invasion, the hotel accommodates guests passing through and thus activates the business environment in the city. Also, this hotel is a major employer for city residents and internally displaced people. All employees are officially registered. In addition, this hotel pays taxes, which is also very important now in the conditions of economic instability and military operations.

Hotel "Premier" offers comfortable rooms that meet high European standards of rest and will appeal to even the most demanding guests.

On the basis of the conducted SWOT analysis, the strengths and weaknesses of the business of the "Premier" hotel were determined, as well as the opportunities and threats of the company's development.

The most optimal strategy for an enterprise is the use of strengths to realize opportunities.

The main threats to the "Premier" hotel are obsolescence of equipment, low quality of services, low control of financial reporting from activities, low profitability of the sale of services. However, the prospects for the development of the hotel business in the city of Kamianske are determined by the existing strategic plans for the development of the city, i.e. the tourist center. Therefore, it is necessary to form and further implement anti-crisis growth strategies at enterprises to overcome those crisis phenomena that arise at enterprises.

The third section of the work was devoted to proposals for improving innovative activities at the Premier Hotel.

After analyzing the Kamianske Premier software, which is almost non-existent in the hotel, it was proposed to develop and implement it. Thus, the software innovations in the field of hotel business were further analyzed and the software for the hotel was selected, which meets the needs of the hotel and is not expensive to operate. In the future, a business plan for the implementation of new software based on project management was developed. The efficiency of implementation was calculated, it is equal to 12.8%.

The following suggestions are provided:

In order to improve the hotel's customer service, we consider it expedient to introduce a new type of service - a unique baggage delivery service for airline flights, which is designed to significantly increase the comfort level of travelers (BagsPorter luggage delivery service).

Similar services have already successfully proven themselves in America, Great Britain and the UAE, which is why a decision was made to launch in Kamianske. Hotel "Premier" may be the first hotel that plans to actively provide and expand this service.

Introducing innovations into the hotel business is a complex and long process. However, innovations can help Ukrainian hotels to adapt to new conditions and become more successful.

The war in Ukraine caused significant losses to the country's hotel business. Many hotels were destroyed or damaged, and the flow of guests dropped sharply. However, even in such difficult conditions, the hotel business continues to develop. One of the key factors of this development is the introduction of innovations.

In 2023, the following innovative trends are observed in the hotel business of Ukraine:

Focus on security : Hotels use technology to ensure the safety of guests and staff, such as bomb shelters, breakpoints, mobile high-speed Internet access points, power generators.

Targeting the domestic tourist : Hotels are targeting the domestic tourist by adapting products and services to their needs and capabilities, responding to the decrease in the number of foreign tourists.

SalesDrive is a comprehensive hotel management software that can help you automate all aspects of your business, save money and increase profits. Here are some of the key features of SalesDrive.

SalesDrive offers a powerful online booking system that allows guests to easily book rooms from the comfort of their homes.

The system can also automate the guest check-in process, allowing you to save time and improve customer service.

You can configure the system to accept online payments, making booking even more convenient for guests.

SalesDrive includes a CRM system to help you manage customer relationships.

You can use a SalesDrive to store guest information, track their bookings, send them personalized offers, and more.

The SalesDrive CRM system will help you increase guest loyalty and stimulate repeat bookings.

SalesDrive offers flexible rate management tools that allow you to set different room prices depending on the date, season, room type and other factors.

You can create special offers and packages to attract more guests.

The system automatically updates room availability and prices, making booking more convenient for guests.

SalesDrive offers powerful analytics tools that allow you to collect and analyze data about your guests, bookings, revenue and other important metrics.

This data can help you better understand your customers, make more informed business decisions, and optimize your operations.

You can use analytics data to personalize your marketing campaigns and improve their effectiveness.

SalesDrive can integrate with other systems such as websites, payment systems, online booking channels and restaurant management systems.

This will allow you to create a single system to manage your entire business.

Cloud version: This version is available with a monthly subscription. It does not require server installation and maintenance.

Box version: This version requires the purchase of a license and installation on your own server.

Implementation of digital technologies : Hotels are implementing digital technologies such as CRM systems, room management systems, reservation systems to improve operational and service efficiency.

These innovations allow hotels to improve the quality and safety of service, reduce costs and meet the demands of modern consumers. They are a key factor in the recovery and development of the hotel business in Ukraine during the war.

In the future, the hotel business of Ukraine has the potential for further development. After the end of the war, the flow of foreign tourists is expected to increase. This will lead to an increase in demand for hotel services. Hotels that innovate and adapt to new realities will be able to successfully compete in the market and win over new customers.

When forming an innovative culture in the enterprise management system, it is important to understand both the influence of the external environment, first of all, socio-political aspects, and the situation directly in the organization. At the same time, it should be taken into account that along with a positive, motivating to innovation, at first glance, benevolent attitude towards the activities of employees, there are high requirements and elements of an unfavorable psychological climate. In addition, innovative culture implies a close connection with information technologies, constant training and improvement of knowledge, the need for sustainable self-development both at the level of the organization and

at the level of individual employees, which must be taken into account in the management process.

In summary, we note that in general the situation with innovative activity in Ukraine is quite stable with minor improvements in recent years, but from a very low base. Most of the factors that affect it are universal and can be objectively evaluated and influenced, however, in domestic conditions, we can also observe the influence of specific factors that are quite difficult to influence, but possible in the future.

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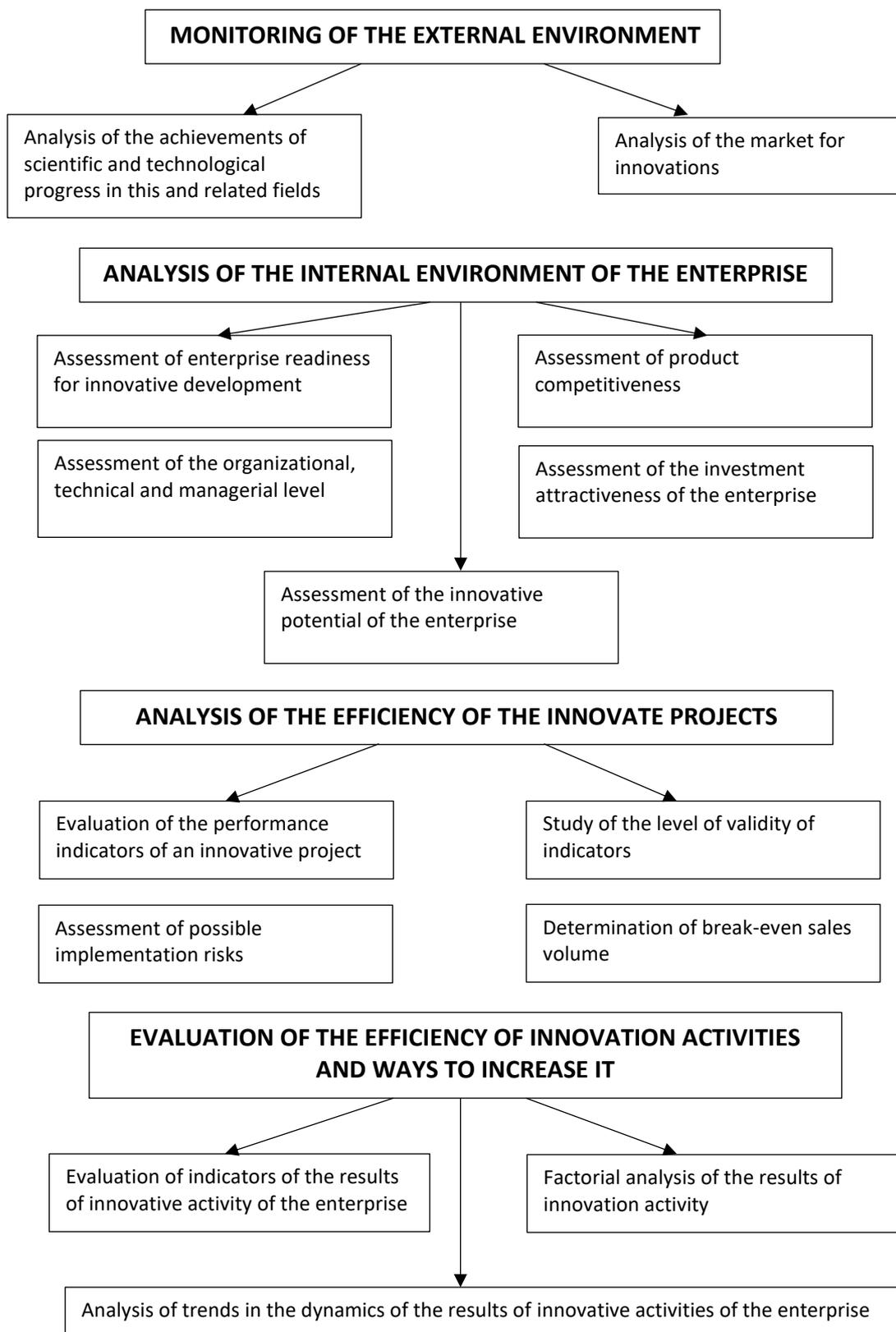
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APPENDIX A

Analysis of definitions of the concept of "innovation"

Author, source	Definition of the concept of innovation
Avsyannikov H. M., Innovative management: textbook	Innovation is the result of practical or scientific and technical development of an innovation
Bezudnyi F.F., Smirnova G.A., Nechaeva O.D., The essence of the concept of innovation and its classification	Innovation is the process of implementing a new idea in any sphere of human activity, contributing to the satisfaction of existing needs on the market and bringing economic effect
Volynkina N. V. The legal essence of the term "innovation"	Innovation - bringing into the economic turnover the results of intellectual activity, containing new, including scientific, knowledge for the purpose of meeting public needs and (or) making a profit
A. G. Gryaznov, Financial and credit encyclopedic dictionary / col. author	Innovation is an innovation in production and non-production spheres, in the field of economic, social, legal relations, science, culture, education, health care, in the field of public finance, in business finance, in the budget process, in banking, on the financial market, in insurance, etc.
Zavlin P. N., Basics of innovative management. Theory and practice: training, manual	Innovation is the result of a creative process in the form of created (or introduced) new consumer values, the application of which requires the persons or organizations using them to change the usual stereotypes of activity and skills. The concept of innovation extends to a new product or service, a method of their production, an innovation in organizational, financial, research and other areas, any improvement that ensures cost savings or creates conditions for such savings
San to B., Innovation as a means of economic development	Innovation is such a social, technical, economic process that, through the practical use of ideas and inventions, leads to the creation of products and technologies that are better in terms of their properties
R. A. Fathutdinov, Innovative Management	Innovation is the final result of the introduction of an innovation with the aim of changing the object of management and obtaining an economic, social, ecological, scientific and technical or other type of effect

APPENDIX B

Model of economic analysis of innovative activity of an enterprise

Hotel Premier



Зручності у готелі Hotel Premier

Відмінні зручності! Оцінка: 8.6

[Переглянути наявність місць](#)

Найпопулярніші зручності

- Трансфер з/до аеропорту
 Номери для некурців
 Оздоровчий спа-центр
 Ресторан
 Безкоштовна парковка
 Номери/зручності для осіб з обмеженими фізичними можливостями
 Безкоштовний Wi-Fi
 Сімейні номери
 Бар
 Добрий сніданок

Ванна кімната

- ✓ Туалетний папір
- ✓ Власна ванна кімната

На відкритому повітрі

- ✓ Тераса

Медіа та технології

- ✓ Телевізор з плоским екраном
- ✓ Телевізор

Їжа і напої

- ✓ Кав'ярня (на території)
- ✓ Бар
- ✓ Ресторан

Інтернет

Бездротовий доступ до Інтернету надається у зонах загального користування безкоштовно.

Парковка

- Безкоштовна громадська автостоянка розміщена на території готелю (попереднє резервування місця не потрібне).
- ✓ Паркування в гаражі

Стіяка реєстрації

- ✓ Індивідуальна реєстрація заїзду/виїзду
- ✓ Камера зберігання багажу
- ✓ Цілодобова стійка реєстрації гостей

Послуги прибирання

- ✓ Щоденне прибирання
- ✓ Прасування одягу Оплачується окремо
- ✓ Пральня Оплачується окремо

Послуги бізнес-центра

- ✓ Факс/ксерокопіювання
- ✓ Конференц-зал/бенкетний зал
- ✓ Оплачується окремо

Безпека

- ✓ Вогнегасники
- ✓ Відеоспостереження ззовні будівлі
- ✓ Відеоспостереження в зонах загального користування
- ✓ Датчики диму
- ✓ Охоронна сигналізація
- ✓ Вхід з електронною картою
- ✓ Цілодобова охорона
- ✓ Сейф

Загальні

- ✓ Трансфер Оплачується окремо
- ✓ Місця для куріння
- ✓ Кондиціонер
- ✓ На всій території готельного об'єкта і в номерах заборонено курити
- ✓ Опалення
- ✓ Ліфт
- ✓ Сімейні номери
- ✓ Номери/зручності для осіб з обмеженими фізичними можливостями
- ✓ Трансфер з/до аеропорту Оплачується окремо
- ✓ Номери для некурців

Доступність

- ✓ Пристосовано для гостей на інвалідному візку

Оздоровчі послуги

- ✓ Гідромасажна ванна/джакузі Оплачується окремо
- ✓ Оздоровчий спа-центр Оплачується окремо
- ✓ Сауна Оплачується окремо

Мова спілкування

- ✓ російська
- ✓ українська

PREMIER



096 002 77 57

HOTEL «PREMIER»
м. Кам'янське,
пр. Свободи 436.



ЛЮКС
5 номерів

[Детальніше](#)



НАПІВЛЮКС
11 номерів

[Детальніше](#)



СТАНДАРТ
10 номерів

[Детальніше](#)

APPENDIX D

PEST-analysis of the activity of the "Premier" hotel

Political factors	Weight	Point	Grade	Economical factors	Weight	Point	Grade
1. Excessive politicization of society	0,1	1	0,1	1. Threat of rising inflation rates	0,2	4	0,8
2. The need to comply with the rules of the World Trade Organization (WTO)	0,2	3	0,6	2. Decrease in income of the population	0,2	5	1,0
3. Strategy for the development of Kamyanske as a tourist center	0,3	4	1,2	3. Increasing of the unemployment rating	0,1	3	0,3
4. Imperfect legislative and tax base	0,1	4	0,4	4. Unstable hryvnia exchange rate	0,2	3	0,6
5. Lack of effective state regulation of the industry	0,1	4	0,4	5. High discount rate of the NBU, high lending rates for commercial banks	0,1	4	0,4
6. Weak attraction of foreign and domestic investment in the industry	0,1	3	0,3	6. Raising and setting tax rates	0,1	3	0,3
Total	0,9	19	3,0	Total	0,9	22	2,6

Social factors	Weight	Point	Grade	Technological factors	Weight	Point	Grade
1. Decrease in the level of education of the population	0,1	1	0,1	1. Scientific and technical progress in the hotel business	0,2	5	1,0
2. Requirements for the quality of hotel services	0,1	1	0,1	2. There is no industry focus on technological development	0,2	4	0,8
3. Low prestige of work in the hotel business	0,1	3	0,3	3. Rather low innovative activity of hotel enterprises	0,2	3	0,6
4. Decrease in the number of employees in the hotel business	0,4	4	1,2	4. State tourism policy	0,2	4	0,8
5. Underestimation of the role of hotel enterprises as the basis of economic and social protection of a significant part of the population	0,3	4	1,2	5. Servants who don't depend on the standards	0,2	4	0,8
6. There is no clear focus on the strength as the basis of competitiveness	0,1	3	0,3				
7. Reducing the attractiveness of labor in the field of production	0,1	1	0,1				
8. A significant gap between the level of wages and the level of employee needs	0,1	1	0,1				
Total	1,3	18	3,4		1,0	20	4,0

APPENDIX E

Software support for hotels

Company name and website	The product's name
«My soft» https://my-soft.com.ua/hotel	Hotel automation equipment.
«Логус» http://xn--c1apnj.xn--j1amh/ Logus	The Logus HMS system automates management processes in all types of hotels. The system does not require an Internet connection to use all functions, which guarantees its stability and reliability regardless of the signal quality.
«Expert Solution» https://expertsolution.com.ua/uk/about_us	SERVIO HMS is a tool designed to simplify the management of a hotel company and automate the work of all its departments for maximum control and evaluation of activities, personnel management, statistics and reports.
«ULTRA» https://ultra-company.com/hotel/	The ULTRA hotel complex ensures comfortable and productive cooperation between the reception staff and the client by providing the necessary functionality through the program.
«BrigIT» https://brigit.com.ua/pro-kompaniyu/	BAS Line (BAS Accounting, BAS Document Management, BAS Integrated Business Management)
«SERVIO» https://compass-engineering.com.ua/tpost/cd1vxcehn1-programa-dlya-gotelv-servio	IT infrastructure and data center, Servers and data storage systems, technical security systems