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Project Management in the Hotel and Restaurant Business: Innovative Approaches and Strategies for Enhancing Competitiveness

Volodymyr Khudo  ¹ *

¹ Ivan Franko National University of Lviv (Ukraine). Professor at the Department of Tourism, PhD in Economics, Associate Professor.

* **Corresponding Author**, e-mail: volodymyr.khudo@lnu.edu.ua

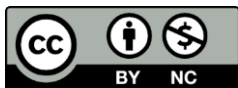
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ABSTRACT

The relevance of this study is determined by the growing competition in the hotel and restaurant market, the intensifying impact of seasonal fluctuations, dependence on tourist flows, and human resource challenges. These factors necessitate a transition from traditional management models to innovative strategies. It has been demonstrated that under conditions of global instability, digitalization, the implementation of flexible methodologies, and the development of customer-centric services form the foundation for resilience and enhanced competitiveness in the hospitality industry. The purpose of this article is to identify the role of innovative approaches in project management within the hotel and restaurant business and to substantiate their impact on improving operational efficiency and strengthening the competitive position of enterprises in the modern market environment. The research methodology is based on a systematic approach to analyzing management processes in the hospitality sector, comparative analysis of international practices, content analysis of relevant academic sources, and the generalization of practical cases of innovative service implementation. A structural and functional approach was applied to examine the interrelation between organizational, economic, and technological factors driving industry development. The results of the study highlight the key challenges of integrating innovative strategies, including economic risks, organizational constraints, and external factors stemming from regulatory and infrastructural instability. The effectiveness of applying flexible project management methodologies (Agile, Lean, Scrum), digital tools (Business Intelligence, customer relationship management systems, artificial intelligence, and mobile applications), as well as Internet of Things technologies and virtual and augmented reality, has been investigated in the practice of hotels and restaurants. The study confirms that the use of these innovations contributes to cost reduction, business process optimization, and increased customer satisfaction. The conclusions demonstrate that innovative strategies serve as a key driver of hotel and restaurant business development under conditions of global instability. Their integration into management processes establishes new standards of customer orientation, ensures adaptability to external changes, and creates long-term competitive advantages. Future research prospects involve the development of quantitative models for evaluating the effectiveness of implemented innovations, analysis of international experience in scaling these practices in small and medium-sized enterprises, and the creation of risk management scenarios for the hotel and restaurant sector under wartime and post-war challenges.

KEYWORDS

project management, hotel and restaurant business, hospitality industry, innovative strategies, digital transformation, agile methodologies, customer orientation, Internet of Things, business analytics, artificial intelligence.



Управління проектами в готельно-ресторанному бізнесі: інноваційні підходи та стратегії підвищення конкурентоспроможності

Володимир В. Худо  ¹ *

¹ Львівський національний університет імені Івана Франка (Україна). Професор кафедри туризму, канд. екон. наук, доцент.

* Автор-кореспондент, e-mail: volodymyr.khudo@lnu.edu.ua

СТАТТЯ

АНОТАЦІЯ

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Актуальність дослідження зумовлена зростанням конкуренції на ринку готельно-ресторанного бізнесу, посиленням впливу сезонних коливань, залежністю від туристичних потоків та кадровими викликами, які вимагають переходу від традиційних моделей управління до інноваційних стратегій. Доведено, що в умовах глобальної нестабільності саме цифровізація, впровадження гнучких методологій та розвиток клієнтоцентричних сервісів формують основу для стійкості та підвищення конкурентоспроможності підприємств сфери гостинності. Мета статті полягає у визначенні ролі інноваційних підходів у проектному менеджменті готельно-ресторанного бізнесу та обґрунтуванні їхнього впливу на підвищення ефективності функціонування і зміцнення конкурентних позицій підприємств у сучасному ринковому середовищі. Методологія дослідження ґрунтується на застосуванні системного підходу до аналізу управлінських процесів у сфері гостинності, методів порівняльного аналізу міжнародного досвіду, контент-аналізу актуальних наукових джерел та узагальнення практичних кейсів упровадження інноваційних сервісів. Використано структурно-функціональний підхід, який дав змогу дослідити взаємозв'язок між організаційними, економічними та технологічними чинниками розвитку галузі. Результати дослідження полягають у виявленні ключових проблем інтеграції інноваційних стратегій, серед яких виокремлено економічні ризики, організаційні обмеження та зовнішні виклики, зумовлені регуляторною й інфраструктурною нестабільністю. Досліджено ефективність застосування гнучких методологій управління проектами, (Agile, Lean, Scrum), цифрових інструментів (Business Intelligence, система управління взаємовідносинами з клієнтами, штучний інтелект, мобільні додатки), технологій інтернету речей та технологій віртуальної та доповненої реальності в практиці готелів і ресторанів. Оцінено роль цифрових інструментів, таких як системи бізнес-аналітики, системи управління взаємовідносинами з клієнтами, технології штучного інтелекту та мобільні застосунки, а також технологій Інтернету речей і віртуальної та доповненої реальності в практиці діяльності готелів і ресторанів. Установлено, що використання цих інновацій сприяє скороченню витрат, оптимізації бізнес-процесів і підвищенню рівня задоволеності клієнтів. Висновки дослідження доводять, що інноваційні стратегії виступають ключовим чинником розвитку готельно-ресторанного бізнесу в умовах глобальної нестабільності. Виявлено, що їхня інтеграція в управлінські процеси формує нові стандарти клієнтоорієнтованості, забезпечує адаптивність до зовнішніх змін та створює довгострокові конкурентні переваги. Перспективи подальших наукових пошуків полягають у розробленні кількісних моделей оцінювання ефективності впроваджених інновацій, аналізі міжнародного досвіду їхнього масштабування в малих і середніх підприємствах, а також у створенні сценаріїв управління ризиками для готельно-ресторанної сфери в умовах воєнних і поствоєнних викликів.

КЛЮЧОВІ СЛОВА

управління проектами, готельно-ресторанний бізнес, індустрія гостинності, інноваційні стратегії, цифрова трансформація, гнучкі методології, клієнтоорієнтованість, Інтернет речей, бізнес-аналітика, штучний інтелект.

1. Introduction

In today's conditions of global competition and rapid digital transformation, the hotel and restaurant business is faced with the challenge of finding new management solutions that allow not only to maintain positions in the market, but also to form long-term competitive advantages. Traditional approaches to project management in the hospitality sector no longer provide sufficient flexibility and efficiency, as the dynamics of changes in consumer expectations, the development of innovative services, and the need to integrate digital technologies require new strategic models. There is a need to adapt modern project management methodologies to the specifics of the hotel and restaurant industry, taking into account its multicomponent structure, high dependence on seasonal factors and instability of the external environment. The scientific significance of the problem lies in determining effective approaches to the introduction of innovations in the management system, which would ensure balanced business development, improve the quality of service and increase the level of customer satisfaction. The practical importance of the topic is determined by the need to create strategies that can increase the competitiveness of enterprises, promote their integration into the international market of services and form new management standards in the hospitality industry.

2. Literature Review

The analysis of modern research on project management in the hotel and restaurant business allows us to identify four interrelated areas.

The first direction covers the methodological and applied principles of project management in the field of hospitality. V. Postova shows that adaptability, risk management and cyclical planning are key prerequisites for the effectiveness of project offices in a dynamic market environment [1]. O. Danchenko et al. focus on the coordination of multilateral initiatives in tourism and hotel and restaurant business, where integrated planning and short iterations reduce demand uncertainty [2]. N. Martynovych and Y. Snizhko interpret project management as the basis for ensuring resilience, in particular through scenario planning, diversification of supplies, and the use of flexible contract models [3]. Summing up, this direction requires further development of systems for quantifying the effectiveness of resilience and the formation of metrics focused on creating value for stakeholders.

The second direction is focused on innovative strategies and the digital transformation of service processes. O. Svitlynets et al. show that the transition from "green initiatives" to social responsibility forms an innovation portfolio of competitiveness [4]. N. Sereda and I. Piiurenko systematize the tools of innovation activity and identify personnel, financial and regulatory barriers to their scaling [5]. L. Stryhul et al. prove that innovative approaches to quality management in business planning allow integrating quality control at the early stages of projects [6]. D. Kalra et al. show that the implementation of collaborative systems creates a single information space, increasing transparency and speed of coordination [7]. In summary, further research should focus on the creation of integrated digital architectures (restaurant management systems, customer bases, business intelligence) that increase the efficiency and quality of service.

The third area is related to stakeholder partnerships and sustainable development as factors of competitiveness. S. Adeyinka-Ojo et al. analyze the modernization of educational programs in emerging countries and emphasize the importance of project and digital competencies for business adaptation [8]. A. Hassanien and C. Dale consider the development of a business in the field of hospitality as a managed life cycle, where portfolio logic and strategic partnerships are combined [9]. E. Levin et al. show that project management tools improve the quality of relations between the client and the agency, which is relevant for marketing services in the hotel and restaurant sector (hereinafter referred to as HoReCa). [10]. A. de Visser-Amundson proves that multilateral partnerships to combat food waste contribute to the achievement of UN Sustainable Development Goals No. 12 and No. 17 and create shared value [11]. Summing up, the formation of sectoral sustainability indices HoReCa and the development of partnership models that take into account environmental and social effects are promising.

The fourth direction integrates value-based management, educational interventions and operational digital systems. M. Martinsuo emphasizes that value management and alignment of stakeholders' beliefs determine the transformation of project practices and result in service industries [12]. T. Flohr and C. Curtis prove the need to integrate project management into hospitality management curricula to ensure readiness for change and increase compliance with the needs of the industry [13]. M. Khandwani et al. demonstrate that the implementation of a restaurant management system as the core of digital infrastructure ensures quality control, analytics and service efficiency [14]. Summarizing,

further research should assess the relationship between value management models, training interventions, and digital architecture maturity in HoReCa, determining their cumulative impact on competitiveness.

Despite significant developments in the field of project management in the hospitality industry, several aspects remain unresolved. The issues of the influence of seasonality and tourist flows on the effectiveness of project management are not sufficiently studied; the integration of flexible methodologies and digital tools into the specific conditions of the hotel and restaurant business has been studied to a limited extent. The available works are mainly based on fragmentary cases that do not take into account the complexity of economic risks, organizational barriers and external challenges, as well as the limited empirical data does not allow for generalized conclusions.

The proposed study aims to fill these gaps by systematically analyzing the features of project management in hospitality, taking into account its industry specifics, generalizing international experience in integrating innovative methods and digital technologies, and developing practical recommendations to increase competitiveness. The use of an integrated methodological approach and the expansion of the empirical base allow you to deepen the understanding of the problem and form a toolkit that will contribute to both the development of scientific thought and the improvement of management practice in the field of hotel and restaurant business.

3. Problem Statement

The article is aimed at finding out the role of innovative approaches in project management of the hotel and restaurant business and determining their impact on improving the efficiency and competitiveness of hospitality enterprises.

Objectives of the article:

1. To investigate the specifics of project management in the hospitality industry and determine the role of innovative approaches in improving management efficiency.
2. Assess the potential of agile methodologies and digital tools and identify barriers to their implementation in the hotel and restaurant business.
3. To formulate practical recommendations for the integration of innovative services and strategic approaches to increase the competitiveness of hospitality enterprises.

4. Methods and Materials

The study was carried out on the basis of a comprehensive analysis of scientific papers, industry reports, and practical cases related to project management in the hospitality sector. A systematic approach has been used, which has made it possible to identify the relationships between organizational, economic and technological factors of the development of the hotel and restaurant business. The method of comparative analysis was used to compare the international experience of digital transformation with Ukrainian practice. Content analysis of scientific sources and publications in specialized publications provided a theoretical basis for generalizing innovation strategies. The structural and functional approach made it possible to assess the role of agile methodologies (Agile, Lean, Scrum), digital tools (Business Intelligence, CRM, artificial intelligence, mobile applications), as well as Internet of Things and VR/AR technologies in increasing the competitiveness of enterprises. The empirical base was made up of examples of the introduction of innovative services in international hotel chains and Ukrainian enterprises, which made it possible to formulate practical recommendations for their adaptation in the context of global instability.

5. Results and Discussion

Project management in the hospitality industry is characterized by increased complexity, which is due to the multifactorial nature of the external and internal environment. Seasonality of tourist flows, high sensitivity to economic and political fluctuations, significant competition in the service market, as well as personnel problems, create prerequisites for instability and require the use of adaptive management methods. Unlike other areas of business, the hotel and restaurant industry cannot count on sustainable demand throughout the year, which necessitates strategic planning, taking into account the cyclical workload and changes in the structure of customer expectations. In such conditions, project management should take into account the specifics of the formation of resource potential, ensuring quality service even during peak periods, and maintaining the stability of business processes in the face of personnel shortages (Table 1).

Table 1. Factors of project management in the hotel and restaurant business

Factor	Characteristic	Impact on project management
Seasonality	Dependence on tourist periods, fluctuations in demand	The need for flexible planning and resource reservation
Tourist flows	Unevenness of geographical and socio-demographic groups of customers	Adaptation of projects to the specifics of target segments
Personnel Challenges	High staff turnover, shortage of qualified personnel	The need for projects for the training and retention of employees
Competition	High market density and standardization of services	Requirement for innovation and rapid implementation of new solutions

Source: Developed by the authors according to the data given in [1, p. 45; 2, p. 96–97; 3; 9; 10].

Project management in the hospitality industry takes on a special resonance when the abstract factors listed in Table 1 appear as concrete daily challenges of the manager. Seasonality ceases to be just a calendar characteristic, because it directly determines the structure of income, personnel needs and the level of service load. During the period of high occupancy, hotels and restaurants often face an oversaturation of customer flows, which creates a risk of service failures and loss of guest loyalty. In such conditions, technological solutions become a key tool for project management. An illustrative example is Marriott International, where mobile digital keys made it possible to reduce guest check-in time by more than half, turning peak load periods from a problem into an opportunity to increase staff efficiency and strengthen customer trust [15].

Dependence on tourist flows sets new requirements for adapting services to the cultural and demographic characteristics of guests. In this context, innovative digital systems are becoming not only a marketing tool but also an important component of strategic management. For example, Dine Brands, which operates the International House of Pancakes (IHOP) and Applebee's chains, implements artificial intelligence services for recommendations that analyze guest preferences and offer personalized dishes and promotional offers. This solution not only increases the average check, but also forms a sense of an individual approach, providing a long-term competitive advantage [16].

Personnel challenges, which are traditionally considered a weak point of the hospitality industry, are receiving a new interpretation in this context. Automating basic operations, such as guest check-in or personalized recommendations, frees staff from routine tasks, giving more room for creative interaction with the guest. It is here that technology becomes a human ally, compensating for the shortage of personnel and creating prerequisites for high-quality professional training and employee retention.

Innovative approaches in modern project management increasingly determine the effectiveness of the development of the hotel and restaurant business, as they allow you to adapt to dynamic changes in the environment, unpredictable challenges and growing consumer expectations. Traditional management methods, focused on strict planning and a sequence of stages, often turn out to be insufficiently flexible in an area where the key factors are the speed of response and the individualization of service. The use of flexible methodologies, digital tools and risk management systems allows the formation of adaptive strategies that not only reduce the level of uncertainty, but also open up space for creating new competitive advantages (Table 2).

Table 2. Innovative approaches in project management of the hotel and restaurant business

Innovative approach	Essence	Expected practical effect
Agile methodologies (Agile, Scrum, Lean)	Iterative implementation of projects with constant adaptation to changes	Shortening the idea-implementation cycle, increasing customer satisfaction
Business Intelligence Systems (BI)	Collection and processing of large amounts of data for managerial decision-making	Optimization of pricing, demand forecasting, and resource management
Customer Relationship Management (CRM) systems	Centralized accounting and analysis of customer data	Increasing the level of service personalization, building guest loyalty
Artificial Intelligence (AI)	Machine learning algorithms for decision automation	Personalized recommendations, automatic load prediction
Cloud platforms for operations (e.g. hotelkit)	Real-time task coordination and communication	Increase the efficiency of teamwork, reduce response time
Predictive Risk Management Models	Detection of probable threats and scenarios	Reducing business vulnerability to economic and external shocks

Source: Developed by the authors according to the data given in [7; 8, p. 114–115; 11; 12, p. 391–392; 13; 14].

Practice confirms the effectiveness of these innovative solutions. The application of flexible project management methodologies in the hotel sector has reduced room service time by 20% and

customer satisfaction has increased by 15% [17]. In the restaurant business, similar approaches to updating the menu made it possible to reduce food waste by 30% and increase sales by 10% [17].

Business intelligence (BI) and artificial intelligence (AI) systems open up new horizons for managers. The use of BI platforms helps to more accurately predict hotel occupancy and optimize pricing policy, which directly affects profitability [18]. According to research, networks that integrated BI analytics into strategic planning gained advantages in the speed of decision-making and the effectiveness of marketing campaigns [19]. Complementing BI with artificial intelligence algorithms allows you to automatically predict peak loads, generate individual offers for guests, and reduce the risk of service failures [20].

Cloud SaaS (Software as a Service) platforms, in particular, hotel kit, have already become the standard in leading hotel chains. Their implementation in more than 300 hotels of the international Radisson Group chain contributed to the optimization of internal processes and improved coordination of personnel, while InterContinental Vienna recorded a significant reduction in response time to customer requests [21].

No less significant is the development of predictive risk management models. The use of such systems allows timely identification of threats associated with economic instability or a decrease in tourist flows, and the development of adaptive scenarios that minimize financial losses [22].

Thus, the integration of innovative approaches into the practice of the hotel and restaurant business is not just expedient but a necessary condition for stability and competitiveness. It combines technological solutions and agile management methods, turning risks into opportunities for development.

The development of the hotel and restaurant business in the context of global turbulence requires the search for not only strategic, but also operational tools that can provide stability and, at the same time, high adaptability. It is the combination of agile project management methodologies and digital tools that allows you to create a new quality of management in the hospitality industry. Unlike traditional approaches, modern practices are not only aimed at rational use of resources, but also form a culture of rapid response to behavioral changes in customers, technological shifts and unpredictable external challenges. An important advantage is the ability to comprehensively manage both internal processes and client interactions, which ultimately contributes to increasing the efficiency of project implementation (Table 3).

Table 3. Opportunities for flexible methodologies and digital tools in the hospitality industry

Tool or approach	Application examples	Expected results
Kanban systems	Planning of repair and service work in the hotel	Transparent control of task execution, reduction of downtime of numbers
Design Thinking	Development of new formats of restaurant services	Formation of innovative concepts focused on the needs of guests
Virtual and augmented reality (VR/AR)	Online hotel tours, virtual menus in restaurants	Attracting new customers, increasing the emotional component of the service
Internet of Things (IoT)	Automated lighting, climate and safety control	Reduced operating costs, increased guest comfort
Chatbots and voice assistants	Booking and service automation	Increasing the speed of communication, relieving personnel

Source: Developed by the authors according to the data given in [4, p. 151–152; 5; 6, p. 130; 7; 14; 26].

For example, chain hotels that use similar approaches to plan renovations have recorded a 15–20% reduction in revenue losses from unsold rooms due to the accurate mapping of tasks and control of bottlenecks [23]. In the restaurant business, the use of design thinking allows the formation of customer-oriented concepts: for example, an experiment with the development of a “healthy menu” in one of the American urban restaurants gave an increase in the average check by 12% and increased the rate of repeat visits [24, p. 446–458].

Digital technologies provide additional prospects for the development of the service. The use of virtual reality (hereinafter referred to as VR) in the promotion of hotel services has shown that more than 60% of users make a reservation after watching VR tours, while traditional photo content gives a significantly lower conversion rate [23]. The case of the international hotel and resort chain Marriott with the VRoom Service program proved that VR can become not only an advertising tool, but also a channel for increasing direct online sales [24].

The integration of the Internet of Things (hereinafter referred to as IoT) into hotel processes provides a tangible economic effect. At the Wynn Las Vegas Hotel, the installation of more than 4,700 Amazon Echo devices allowed for the automation of light and climate control, which reduced the need for manual room service and increased guest comfort [25]. At Holiday Inn Bridgeport (USA), the Verdant

EMS energy management system provided annual savings of more than \$45,000, and the payback period was less than a year [27, p. 62].

Chatbots and voice assistants have proven their effectiveness as a tool for relieving staff: in international hotel chains, the processing time for requests is reduced to a few seconds, and more than 70% of standard guest requests are resolved without human intervention [25]. This not only compensates for the shortage of personnel but also allows you to direct the work of staff to more complex and creative tasks.

Summing up, it can be argued that the combination of agile methodologies and digital tools creates a multiplier effect: at the same time, operational efficiency increases, costs decrease, and a new level of customer focus is formed, which becomes a determining factor of competitiveness in the global market.

The introduction of innovative strategies into the project management system of the hotel and restaurant business faces a set of problems that form multi-level barriers to their effective implementation. First of all, economic risks remain the determining factor. Significant investments required for the procurement of digital solutions, automation systems and the implementation of agile methodologies are becoming a serious obstacle for small and medium-sized enterprises [1, p. 45–46; 2, p. 96–97]. In addition, exchange rate volatility and high interest rates on loans limit the ability to attract financing. Economic uncertainty combined with war risks makes long-term planning extremely difficult, and this reduces the willingness of owners to invest resources in innovative projects.

The organizational level of barriers is manifested in the structural inflexibility of enterprises and the lack of trained personnel. Traditional hierarchical management models in the hotel and restaurant industry do not integrate well with the principles of Agile or Lean, which require horizontal communication and quick decision-making [13]. The lack of internal corporate training systems leads to the fact that personnel often do not have competencies in the field of BI analytics, CRM, or IoT solutions [8, p. 114–115]. High staff turnover in the hotel and restaurant business exacerbates the problem, as each wave of staff changes worsens the return on investment in training and certification.

External challenges form another powerful layer of barriers. Regulatory uncertainty in the field of personal data processing and cybersecurity requirements complicates the use of artificial intelligence and big data in personalized services [12, p. 391–392]. Infrastructure risks associated with power outages and instability of Internet connections, especially relevant under martial law, reduce the efficiency of cloud platforms and mobile applications [7]. Competitive pressure also acts as a barrier: large international networks, having access to cheaper capital, implement innovative solutions faster, leaving local enterprises on the periphery of the market.

Cultural and behavioral aspects should be highlighted separately. Some customers, especially in the segment of older age groups, are distrustful of digital services, such as mobile keys, chatbots, or contactless payments [4, p. 151–152]. At the same time, staff in many institutions resist change, perceiving automation as a threat of job cuts. This slows down the implementation of innovations and generates additional costs for change management and communication campaigns.

The practical implementation of innovations in the hotel and restaurant business requires comprehensive solutions that cover technological, organizational and strategic dimensions. The primary task is the integration of digital services that directly improve the quality of the customer experience. The introduction of contactless check-in/out, mobile keys, chatbots, and voice assistants reduces the workload on staff, reduces the waiting time for guests, and ensures round-the-clock availability of basic services. The use of AI-based personalized recommendation systems expands cross-selling opportunities and increases customer loyalty, forming the effect of “individual accompaniment” even in mass service.

Strategically important is the diversification of the business model, which minimizes the impact of seasonal fluctuations. Focusing on the development of additional services – conference rooms, wellness and spa services, culinary schools, or thematic gastronomic events – ensures stable income streams in the off-season. At the same time, it is advisable to form partner networks with local tourism, cultural and transport companies, which increases the complexity of services and increases the value of the offer for the consumer.

Equally important is investing in BI and IoT systems that ensure the rational use of resources and increase the transparency of management decisions. The installation of energy consumption sensors, automated climate and lighting control systems, and the integration of predictive analytics into pricing processes allow you to simultaneously reduce costs and improve the quality of service.

The organizational dimension of the recommendations involves the development of systems for internal training of personnel and the cultivation of a culture of innovation. The creation of corporate academies, the introduction of microlearning through mobile platforms, and the use of gamification technologies in training contribute to the formation of competencies necessary for effective work with

digital tools. At the same time, it is important to develop mechanisms to motivate employees who not only accept but also initiate changes.

At the strategic level, enterprises should form flexible business models based on a project-based approach using Agile and Lean methodologies. This allows you to reduce the time lags between the emergence of market trends and the implementation of new services, creating a competitive advantage due to quick response. Additionally, it is advisable to implement risk management systems that integrate forecast scenarios for the development of tourist flows and allow timely adjustment of business strategy.

Thus, practical recommendations for the implementation of innovative services and strategic approaches are a combination of technological solutions, organizational transformations and strategic diversification, which together create the basis for sustainable competitiveness of hotel and restaurant enterprises in the face of global uncertainty.

6. Conclusions

The article establishes that project management in the hotel and restaurant business has specific features due to seasonal fluctuations, dependence on tourist flows, personnel challenges, and a high level of competition. These factors reduce the effectiveness of traditional management models and require the integration of innovative approaches.

It has been found that the main barriers to digital transformation are economic risks (high investment costs, instability of financing), organizational problems (rigid management structures, lack of qualified personnel, staff turnover), as well as external challenges, including regulatory uncertainty, cyber threats and infrastructure constraints.

The feasibility of introducing digital services (contactless check-in/out, mobile keys, chatbots, recommendation systems based on artificial intelligence), diversification of business models, investments in business intelligence and the Internet of Things, as well as the development of personnel training systems, has been substantiated. The implementation of these solutions helps to reduce costs, increase efficiency and form new competitive advantages.

Prospects for further research are related to the quantitative assessment of the results of the implementation of innovation strategies, modeling the impact of digitalization on long-term competitiveness and the analysis of international experience in adapting innovations in small and medium-sized enterprises.

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