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CURRENT TRENDS AND CREATIVE APPROACHES TO INNOVATIVE DEVELOPMENT OF HOSPITALITY INDUSTRY ENTERPRISES IN WORLDWIDE

The article considers current trends in innovative development of hospitality industry enterprises in Europe and worldwide, emphasising creative approaches that shape modern operational strategies within hotel and restaurant sectors. The features of innovative development of hospitality industry enterprises were investigated. Trends and creative approaches to the implementation of innovations in the "La Générale" restaurant were identified.

The conducted analysis highlights several major trends defining contemporary transformation in the restaurant industry: the growing role of delivery and takeaway services, the promotion of healthy and balanced menus, the proliferation of casual dining concepts combining refined cuisine with quick service, and the accelerated digitalisation and automation of business processes through intelligent technologies. Additionally, the research identifies crucial directions in hotel innovations, such as the use of smart technologies, mobile client interaction, AI-based recognition systems, and environmental certification as markers of sustainable development.

There has been a positive trend in investment activity of hotel companies in the global market and a downward trend in investment in new technologies in European restaurant establishments. The example of "La Générale" demonstrates how the integration of digital, environmental, managerial, and cultural innovations fosters operational efficiency, brand differentiation, and competitiveness.

Overall, the hospitality sector today evolves under the influence of digitalisation, automation, ecological responsibility, and creativity in service design. Within the restaurant domain, innovations concentrate on health-oriented nutrition and digital service channels, whereas the hotel industry introduces smart and contactless solutions that enhance sustainability and comfort. The outcomes of the study confirm that modern approaches to innovation at "La Générale" ensure the enterprise's resilience, economic adaptability, and distinct market position.

Key words: innovative development, hospitality industry, enterprises, hotel and restaurant business, trends, creative approaches, digitalisation, technologies.

Юдіна О. І., Кучер М. М., Сабіров О. В., Боголюбова А. В. Сучасні тенденції та креативні підходи інноваційного розвитку підприємств індустрії гостинності в світі

У статті розглядаються сучасні тенденції інноваційного розвитку підприємств індустрії гостинності, визначаються основні заходи та креативні підходи, що впливають на формування моделей прогресивної діяльності закладів готельної та ресторанної сфері. Досліджено особливості інноваційного розвитку підприємств індустрії гостинності. Визначено тенденції та креативні підходи щодо впровадження нововведень в ресторані "La Générale".

У роботі проведено аналіз сучасних інноваційних тенденцій у ресторанному бізнесі, до яких відносяться: послуги служби доставки та пропозиція страв «на винос»; орієнтація на корисне меню та принципи здорового харчування;

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поширення закладів харчування формату «casual», що характеризуються високою якістю страв і швидкістю обслуговування; цифровізація та автоматизація на основі інтелектуальних технологій; впровадження QR-кодів у процес обслуговування; багатоканальність, пов'язана з поширенням ресторанів нового формату, сфокусованих на приготуванні та доставці їжі. Встановлено креативні тренди інноваційного розвитку в сфері готельного бізнесу, зокрема: інтелектуальні номери, віртуальні тури, мобільні сервіси для споживачів, сертифікація екологічної відповідальності, технології розпізнавання на основі ШІ тощо. Також визначено актуальні напрями інноваційної діяльності готельних підприємств світової індустрії гостинності, що включають: використання мобільних додатків, розумних технологій, ШІ та машинного навчання, реалізацію ініціатив сталого розвитку.

Виявлено позитивну динаміку інвестиційної активності готельних підприємств на глобальному ринку та спадаючий тренд вкладень у нові технології у закладах ресторанного господарства Європи. Досліджено особливості інноваційного розвитку швейцарського ресторану "La Générale" внаслідок нововведень та проведення креативних гастрономічних, культурно-розважальних, управлінських та екологічних заходів.

Визначено, що індустрія гостинності формується під впливом сучасних інноваційних трендів: екологізації, цифровізації, автоматизації, появи креативних сервісних підходів, активного застосування штучного інтелекту. У ресторанному секторі нововведення фокусуються на здоровому харчуванні, доставці їжі, QR-сервісах. Креативність та інноваційна активність у готельному бізнесі проявляється в інтелектуальних номерах, екосертифікації, автоматизованому бронюванні, безконтактному сервісі тощо. Встановлені сучасні напрями інноваційного розвитку ресторану «La Générale» визначають його ефективність, унікальність, економічну стійкість та конкурентоспроможність.

Ключові слова: інноваційний розвиток, індустрія гостинності, підприємства, готельний та ресторанний бізнес, тренди, креативні підходи, цифровізація, технології.

Problem statement. The hospitality industry functions as a complex and multifaceted system of services that provide clients with accommodation, food, recreation, and various travel-related experiences. Its distinctive feature lies in the combination of material and non-material components that together form value for the consumer. In recent years, this sector has demonstrated a pronounced dynamic of continuous modernisation influenced by technological progress, the growing sophistication of consumer expectations, and global imperatives of sustainable development. Currently, hospitality has transcended national borders, becoming an essential part of the global service economy. Its rapid transformation is largely driven by digitalisation, the introduction of advanced information and management technologies, and the reorientation toward innovation-centred business models. As a result, the sector increasingly acts as a catalyst of economic growth, generating significant multiplier effects and stimulating the development of related industries such as transport, catering, and entertainment. The inflow of investments, the intensification of digital transformations, and the growing innovation potential of enterprises in this field facilitate their adaptation to volatile market conditions. These processes ensure the resilience of hospitality enterprises, support the principles of sustainable development, and enhance the efficiency of national and international economies through improved competitiveness and productivity.

Analysis of recent research and publications. The issue of innovative development of enterprises has been extensively discussed by both domestic and foreign scholars, reflecting the growing importance of innovation as a strategic factor in ensuring competitiveness and long-term sustainability. I. M. Pidkaminnyi and V. S. Tsipurinda define innovative development as a purposeful and systematic process that integrates the interests of employees and the enterprise as a unified system, emphasising the coordination of all managerial subsystems [1]. T. M. Pilia-voz interprets innovative development as a sequential, controlled chain of transformations that lead the enterprise toward a balanced and stable innovative condition [2].

However, despite the significant theoretical groundwork, many aspects related to the specific characteristics of innovative progress in hospitality enterprises remain insufficiently explored. The hospitality sector possesses distinctive organisational, technological, and emotional features that differentiate it from other service industries. Thus, identifying the peculiarities of innovation under modern conditions – particularly in the context of creativity, sustainability, and digital transformation – remains a pressing academic and practical task. Special attention is also required to analyse how creative and technological approaches manifest within specific enterprises, such as the Swiss restaurant "La Générale", which exemplifies the integration of innovative technologies with environmental, managerial, and cultural initiatives aimed at enhancing efficiency and customer satisfaction.

The goal of the article is to study the features and directions of innovative development of hospitality industry enterprises, identify trends and creative approaches to the implementation of innovations in the restaurant "La Générale".

Presentation of the main material. To define the distinctive features and differentiate the nature of innovations within the hospitality industry, it is advisable to analyse hotel and restaurant operations separately, as they constitute the core components of this sector. Although both industries strive to deliver the highest quality of service and to maximise customer satisfaction, their technological and operational processes, as well as their approaches to innovation, differ considerably. Understanding these differences enables the formulation of development strategies tailored to each type of enterprise, thereby improving the performance outcomes of economic entities through the implementation of innovative solutions. Such an approach allows the identification of key areas that contribute to

the formation of an innovative environment within a given segment of the hospitality industry and, consequently, the determination of priority pathways for its progressive advancement.

Innovative development relies on creative approaches aimed at generating non-standard solutions that enhance service quality, foster the creation of new products and services, and increase both the efficiency and adaptability of enterprises within a rapidly changing environment.

The results of the analysis of current innovation trends and creative development directions in the restaurant and hotel sectors are presented in table 1 and figure 1.

Table 1

Modern innovative trends in the restaurant business

Innovative trend	Essential characteristics
Multichannel operations	New-format restaurants that operate exclusively for food preparation and delivery without serving customers on-site. The focus is on using modern delivery applications to reduce costs and increase convenience for consumers. Integration with kitchen equipment and expansion of ordering channels are ensured.
Takeaway dishes and delivery services	Integration of digital platforms with traditional sales points allows customers to place orders online and receive them offline, thus ensuring service flexibility.
Trend toward healthy eating and casual concepts	Orientation toward nutritious menus comparable in quality to premium-segment offerings but more affordable in price. Expansion of concepts promoting fast yet healthy dining.
Digitalisation and automation	Implementation of intelligent technologies to accelerate service, reduce staff workload, and increase operational efficiency.
QR codes in service	Use of digital solutions for payment and menu access via smartphones, supporting environmental standards and meeting the demand for contactless service—particularly relevant in the post-COVID-19 context.

Source: compiled by the authors based on [1, 2, 5]

Modern innovative solutions in the restaurant business are aimed primarily at automating service processes to improve their quality and optimise operational performance. The COVID-19 pandemic had a substantial impact on the transformation of innovations in the hospitality industry. During this period, QR codes were actively introduced to provide access to digital menus, food delivery services expanded significantly, and takeaway options emerged, allowing restaurant establishments to adapt to crisis conditions and maintain profitability.

At present, these innovative models have evolved into a sustainable trend characterised by creativity, high consumer demand for remote services, and the emergence of a broad segment of online restaurants.

During periods of instability and economic crisis, the need arises to form creative approaches to process organisation, the renewal of production and service technologies, and the modernisation of operational and management activities of hospitality enterprises. These measures aim to enhance competitive advantages and ensure effective lead generation.

The automation of hotel services, which has now become a global trend, makes it possible to optimise operational activities and enterprise expenditures while improving managerial efficiency. The creative trends of innovative development in the hotel business are presented in figure 1.

Modern hotel enterprises are actively implementing innovative solutions aimed at increasing the level of service automation, optimising expenditures, and creating a comfortable and safe environment for their guests. The primary focus is placed on the application of technologies that allow for improved service quality while simultaneously reducing resource consumption and minimising dependence on human factors.

At the same time, a significant rise in the popularity of a new direction, the environmentalisation of the hotel business, has been observed [3;4]. In light of the growing environmental awareness among consumers, an increasing number of guests now prefer hotels that introduce green technologies, perceiving them as a more modern, safer, and socially responsible choice (figure 2).

Thus, hotel enterprises in the global hospitality industry increasingly focus on implementing innovations related to sustainable development, AI, and machine learning, as well as on the development of contactless services, the need for which became particularly urgent during the COVID-19 pandemic. At present, sustainable development, based on environmental responsibility, economic efficiency, technological advancement, and the flexibility of enterprises under crisis conditions, is viewed as a key strategic direction in maintaining leading competitive positions within the hospitality market. The adoption of environmentally friendly approaches and digital technologies that reduce resource consumption contributes to the optimisation of operational outcomes, improvement in service quality, and enhancement of the overall competitiveness of hospitality establishments. Among the crucial directions

for the development of the restaurant industry is the growing emphasis on offering healthy nutrition options, which reflect contemporary consumer values and global trends in responsible consumption.

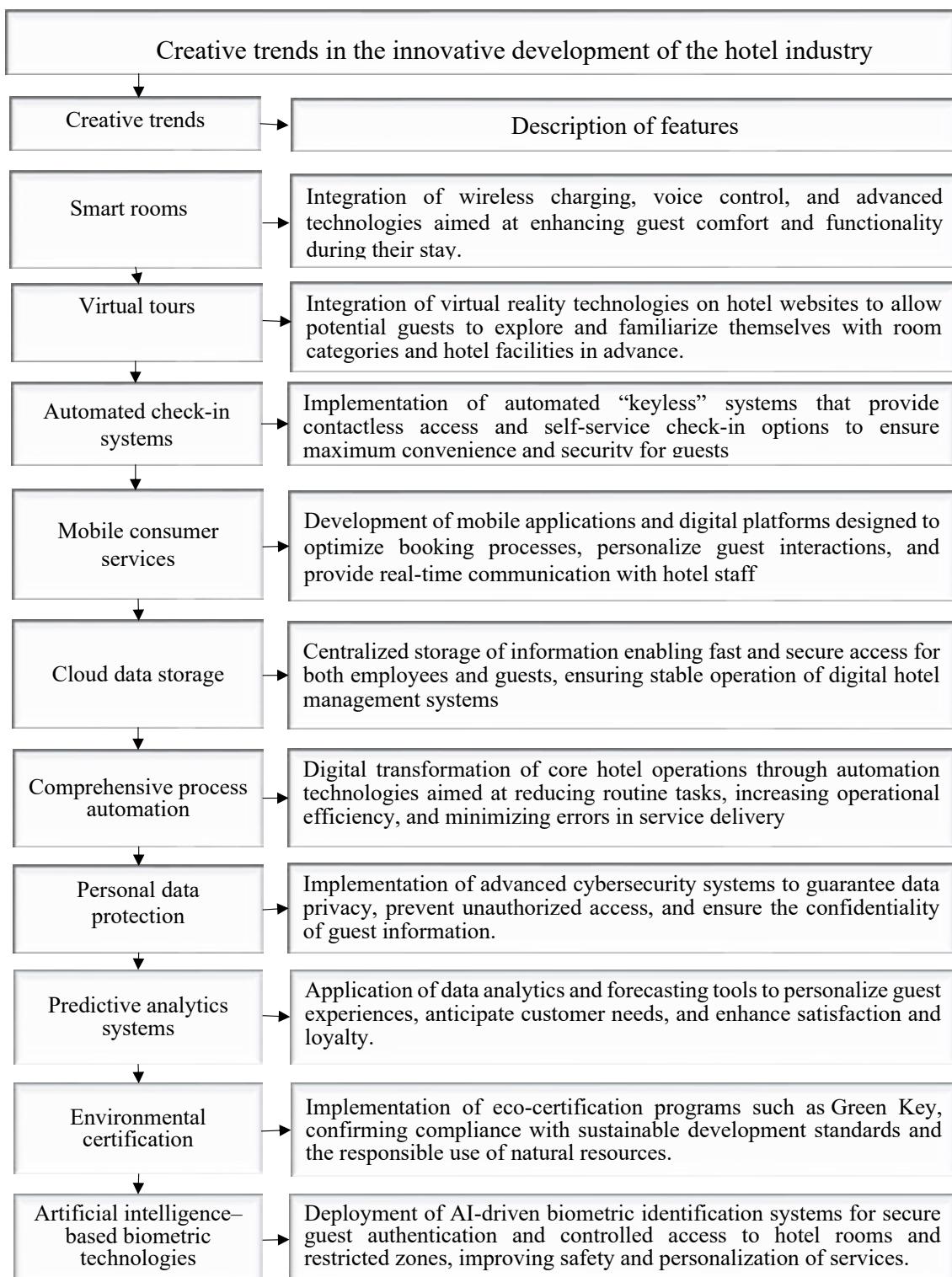


Fig. 1. Creative trends in the innovative development of the hotel industry

Source: compiled by the authors based on [1, 2, 3, 4]

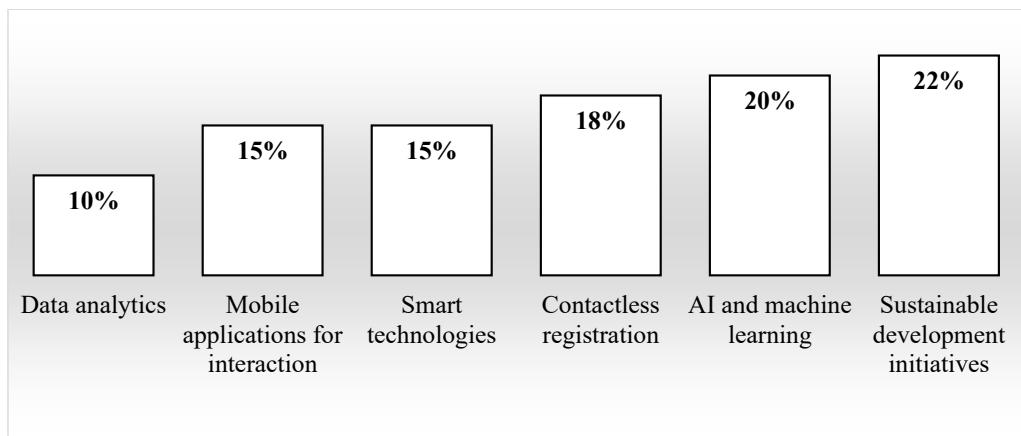


Fig. 2. Directions of innovative activity of hotel enterprises in the global hospitality industry during 2023–2024
Source: compiled by the authors based on [3, 4]

Innovative activity in the hospitality industry is directly dependent on the scale of investment inflows. The dynamics of global investment activity of hotel enterprises from 2018 to 2023 are presented in figure 3.

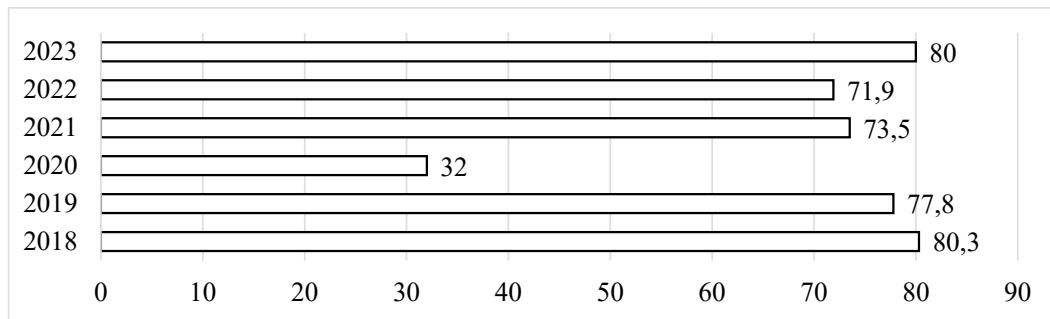


Fig. 3. Dynamics of investment activity of hotel enterprises at the global level during the period 2018–2023, billion USD

Source: compiled by the authors based on [3, 4]

The highest volume of investments in the hotel industry was recorded in 2018. With the onset of the COVID-19 pandemic, the amount of capital investment decreased sharply; however, beginning in 2021, a gradual increase in investment activity was observed. By 2023, the investment volume had approached the pre-pandemic level. This indicates a progressive recovery of the hotel business from the crisis and its transition toward stable development.

Furthermore, based on the conducted analysis, the dynamics of investments in the implementation of advanced technologies by food service enterprises were also identified (fig. 4).

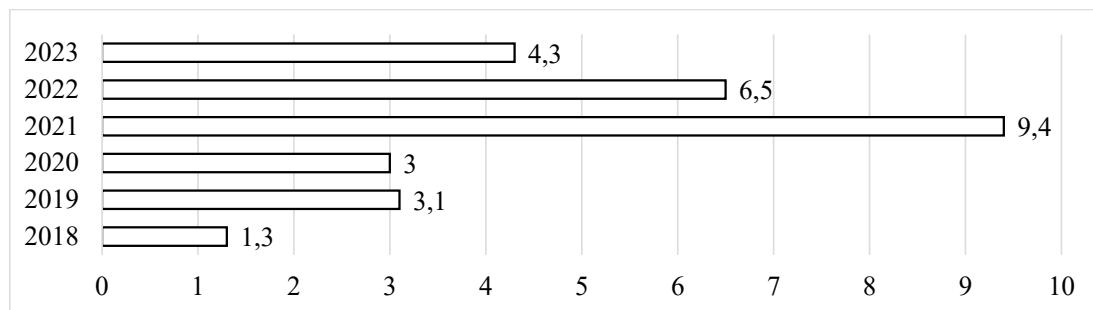


Fig. 4. Dynamics of investments in new technologies in the restaurant industry of Europe during the period 2018–2023, billion USD

Source: compiled by the authors based on [4, 5]

The graph presented in figure 4 demonstrates that, in the post-pandemic period, investments in the restaurant industry reached their highest levels, exceeding the pre-crisis indicators. However, during the last two years, the

total volume of investments has declined. Beginning in 2022, a substantial number of new restaurant establishments entered the market, which led to intensified competition, market oversaturation, and greater challenges in implementing innovative concepts. As a result, investors have redirected their capital flows toward more profitable sectors, perceiving the restaurant industry as unstable and relatively high-risk.

The identification of innovative trends and approaches in the development of hospitality enterprises was carried out using the example of the Swiss restaurant “La Générale”. The innovative activity of “La Générale” is aimed at transforming traditional business processes, developing creative approaches to management, and implementing innovations that contribute to the progressive development and strengthening of the restaurant’s competitiveness. The innovative trends and creative approaches applied in the development of “La Générale” are illustrated in figure 5.

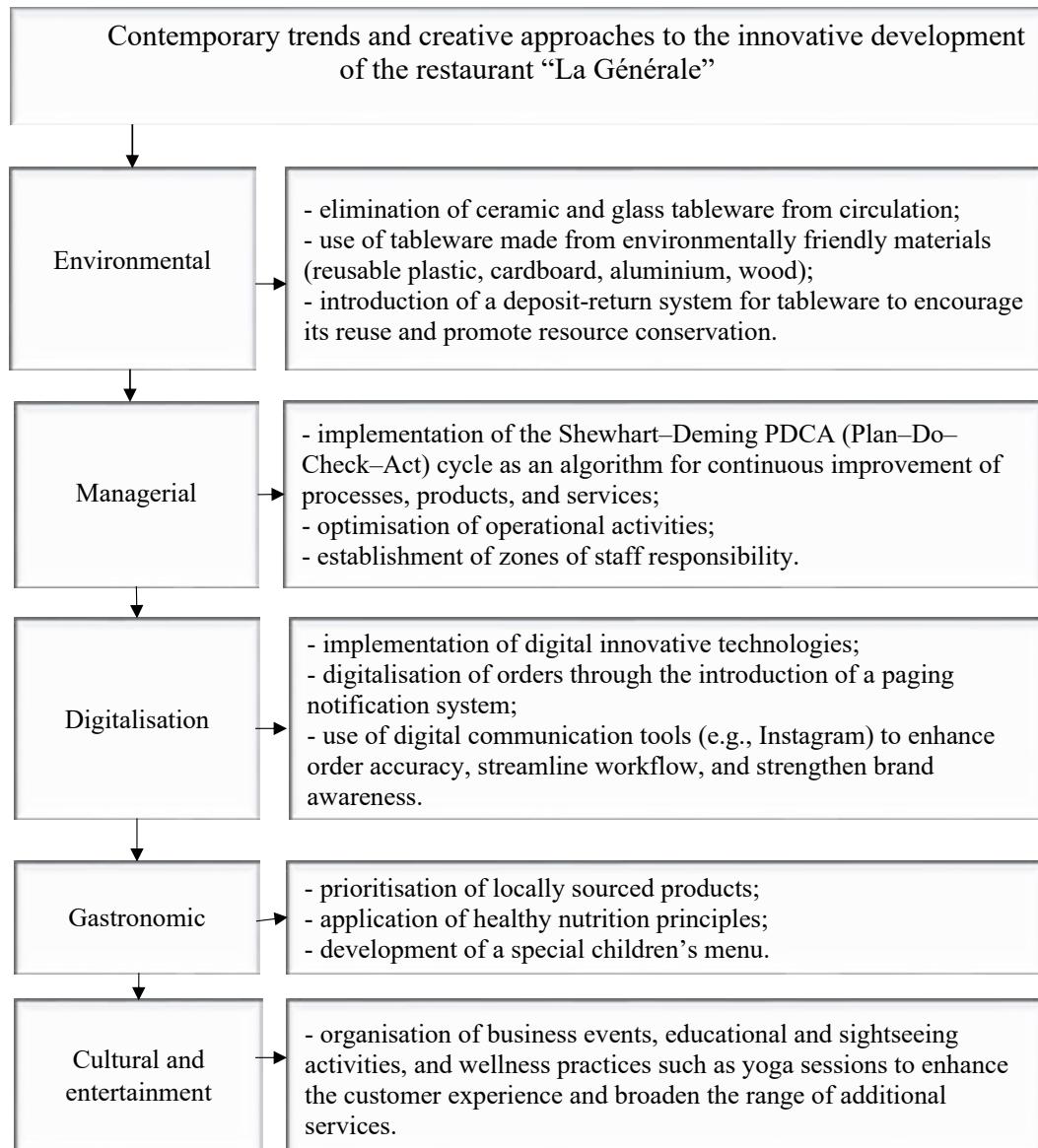


Fig. 5. Modern trends and creative approaches to the innovative development of the restaurant “La Générale”

Source: compiled by the authors based on [1, 2, 5]

The study of the operational aspects of the restaurant “La Générale”, located in Pully, Switzerland, on the shore of Lake Geneva, revealed several key innovative trends and creative approaches that have a positive impact on the development of this establishment:

– an environmental trend is aimed at the withdrawal of ceramic and glass tableware from circulation and the use of tableware made from environmentally friendly materials, including reusable plastic, cardboard, aluminium, and wood. A deposit-return system for tableware has been introduced to stimulate its repeated use. According to this system, customers pay a deposit for the tableware and receive this money back upon its return. Such a non-standard solution allows for a significant reduction of waste and contributes to resource conservation;

– managerial approaches based on the development of an algorithm for continuous improvement of processes, products, and services in accordance with the PDCA (Plan–Do–Check–Act) cycle, the optimisation of operational activities, and the establishment of zones of staff responsibility;

– gastronomic trend is characterised by the use of local products, the application of the principles of healthy nutrition, and the introduction of a special menu for children. The application of these approaches in the restaurant's activities ensures an individual approach and care for the health of guests, promotes the development of the local economy, and reduces the negative impact on the environment;

– digitalisation of the restaurant's operational processes, including the implementation of digital innovative technologies, the digitalisation of the ordering process through the introduction of a pager notification system, and the use of a digital communication tool (Instagram). The use of pagers and digital communication tools such as Instagram accelerates the processing of orders, increases their accuracy, and optimises work processes. It also contributes to the formation and dissemination of the brand, the expansion of a wide target audience, and the increase of customer loyalty to the establishment;

– cultural and entertainment approaches. Within these initiatives, business and entertainment events are organised, including film screenings, concerts, festivals, and sports broadcasts, as well as educational and cognitive excursions and wellness practices such as yoga sessions. These measures add attractiveness and value to the establishment, expand the range of additional services, and attract new consumers.

The conducted assessment demonstrates that after implementing innovative and creative initiatives – alongside the standardisation of managerial and service procedures – the restaurant “La Générale” achieved a substantial improvement in its operational efficiency. The average receipt grew by 15%, the number of tables served per hour rose by 31%, the number of orders processed per employee increased by 24%, and overall turnover expanded by 42%. This progress confirms that the systematic integration of innovative tools contributes directly to productivity and profitability.

A distinctive synergy of ecological practices, technological upgrades, and cultural projects has enabled the restaurant to establish a lasting competitive advantage that is challenging for other market participants to replicate. This combination of sustainability, digitalisation, and creativity forms a unique strategic identity for the enterprise and strengthens its position within the European hospitality sector.

Conclusions from this study and prospects for further research in this area. The study confirms that the hospitality industry today evolves under the influence of key innovation drivers such as environmental sustainability, digital transformation, automation, creative service design, and the growing application of artificial intelligence. These processes are stimulated by the acceleration of scientific and technological progress, as well as by the adaptive responses of enterprises to post-pandemic challenges and persistent economic turbulence.

In the restaurant segment, innovative activity primarily focuses on promoting health-oriented menus, improving delivery and takeaway systems, and implementing digital and QR-based tools that streamline interaction between the client and the service provider. Meanwhile, in the hotel business, innovation manifests through the adoption of smart room systems, environmental certification programs, automated booking technologies, and other digital solutions that enhance operational efficiency and sustainability.

Based on the conducted analysis of the restaurant “La Générale”, this research identified several innovation clusters determining its effectiveness and unique market positioning: environmental, gastronomic, managerial, technological, and cultural and entertainment. These areas collectively reinforce the enterprise's economic stability, foster a positive brand image, stimulate local community development, and contribute to forming a customer-centred service environment.

The revealed tendencies and creative mechanisms driving innovation in hospitality are not only practical tools for improving service quality but also fundamental prerequisites for sustainable economic growth in the sector. In future studies, it would be appropriate to focus on measuring the economic impact of such innovations, developing quantitative models for assessing their efficiency, and comparing creative approaches in different regional and institutional contexts of the hospitality industry.

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