CONCEPTUAL MECHANISMS OF DIGITAL TRANSFORMATION IN THE HOSPITALITY INDUSTRY

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Topicality. The relevance of the study is due to the transformative influence of digitalisation on the hospitality industry, which is turning it from a traditional sphere into an innovative ecosystem. In the context of global competitiveness and dynamic changes in consumer expectations, digital transformation becomes not just an optional opportunity, but a strategic necessity for hospitality enterprises. This transformation provides tools for optimising business processes, personalising services, expanding market niches and strengthening competitive positions. Therefore, research into the conceptual mechanisms of the digital transformation process is critically important for understanding and effectively implementing digital innovations, which will ensure sustainable development and competitiveness of hospitality industry entities in current conditions. **Aim and methods.** The aim of this article is theoretical and methodological grounding of the conceptual foundations of digital transformation mechanisms in the hospitality industry of Ukraine. The research methodology involves the use of analytical, theoretical, socio-cultural conceptual methods and principles of dialectical methodology based on, particularly, the principle of comprehensive consideration of the subject, the principle of logic and the principle of development. The methodology applied makes it possible to identify and substantiate the specifics of conceptual digital mechanisms in the aspect of transformational processes in the hospitality industry. **Results.** The theoretical and methodological basis for the conceptualisation of digital transformation, which will contribute to the sustainable development of the Ukrainian hospitality industry in the context of global digitalisation of economic processes, is revealed and grounded. The accent is made on the tourism sector as a driver of the formation and development of the "Hospitable Ukraine" brand. **Conclusions and discussion**. It is proved that to achieve the competitiveness of enterprises, a concept of implementing creative digital technologies is necessary in order to ensure the sustainable development of the hospitality industry in the sectoral interaction. It is substantiated that the effective implementation of digital technologies in the activities of enterprises should be based on clearly defined principles that will ensure the systematicity and effectiveness of the digital transformation process based on the customer orientation. It is emphasised that such a process involves the creation of a personalized digital experience, ensuring the convenience of interaction through various communication channels and the formation of certain offers based on the analysis of data on customer preferences, through the prism of the integration of internal systems with external platforms (global booking systems, payment systems, partner services), ensuring the competitive functioning of the hospitality industry as a single ecosystem. **The scientific novelty** of the obtained results is to form and ground a strategy for effective digitalisation as a comprehensive model for transforming the hospitality industry, which includes interrelated technological, operational and strategic levels, for each of which key components, tools and expected results of implementation in the Ukrainian hospitality industry are identified. **The practical significance** the obtained results are reflected in the offered ways to improve the hospitality industry of Ukraine in the aspect of digital transformation, which involves

Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

a systematic approach to implementing innovative solutions at three levels, namely: technological, business process level and strategic.

Keywords: hospitality industry, tourism, digital technologies, creative practices, digitalisation, sustainable development.

Introduction

The problem formulation. Digital innovations expand the capabilities of the hospitality industry enterprises optimising work processes, individualising services and improving communication with consumers. At the same time, such a modernisation process creates significant challenges: the necessity in technological modernisation, confronting global market players and ensuring balanced development. The latter aspect is of particular importance since global tendencies emphasise the implementation of sustainable responsible practices to ensure competitiveness in the hospitality industry. For Ukraine, which aims to strengthen its position in the global community and form a brand of a hospitable state, the implementation of innovative digital solutions opens the way not only to strengthening competitive advantages, but also to forming a more viable industry. Such technological solutions can simultaneously solve a number of strategic tasks: optimising travel organisation, improving the level of service, expanding the availability of services for various consumer segments, while minimising the negative influence on the environment.

State study of the problem. Significant contributions to the research and development of certain aspects of the research problem, emphasising the importance of intersectoral cooperation between government, business and academic institutions for creating effective digitalisation strategies, have been made in the scientific space by a significant number of theorists and practitioners. In particular, the works of T. Marusei (2020) ground a transformative role of digital technologies that contribute to the creation of a competitive business environment. According to V. Dzhyndzhoian, O. Khodak and N. Yakovleva-Melnyk (2024), digitalisation is radically transforming the business environment, providing businesses with unprecedented opportunities to develop and strengthen their positions in the global market. A joint research of Yu. Holovchuk, O. Khudoba and R. Bodnar (2023) reveals the potential of digital technologies to improve the efficiency of the business environment. Scientists and practitioners highlight critical challenges in the introduction of digital technologies into the hospitality industry, including data privacy and security, digital inequality, insufficient technological infrastructure, dehumanisation of services, dependence on online reviews and excessive tourism, which significantly affect the ability of companies to provide quality customer-oriented service. The authors suggest implementing modern cybersecurity measures, including the use of data encryption, multi-factor authentication and regular system updates. Particular attention is paid to the need to improve technological infrastructure and increase the digital literacy of personnel through public and private initiatives. A significant number of researchers have focused on the role of artificial intelligence (AI) technologies in optimising customer interactions. For example, T. Zubekhina and L. Matviichuk (2024) focus on the use of intelligent chatbots that are able to respond to customer requests in real time, provide recommendations and help solve problems.

Noteworthy are the developments by A. Verhun et al. (2022), which focus on digital technologies, which have become a key driver of the modernization of the industry,

ensuring flexibility and adaptability of business processes to changing customer needs. In turn, B. Filipiak, M. Dylewski and M. Kalinowski (2023) focus on the analysis of the features of digital technologies that contribute to achieving economic efficiency and sustainable development in the context of modern challenges. The researchers emphasise that digitalisation is a powerful tool for increasing the competitiveness of technologies such as big data, blockchain, cloud computing and the Internet of Things, allowing businesses to optimise processes, facilitate the management of tourist flows and improve the quality of service. Summarising the research analysis, it can be emphasized that the publications of scientists and practitioners demonstrate that digital transformation encompasses technological modernization through the implementation of innovative solutions, including cloud technologies, blockchain and artificial intelligence and involves fundamental changes in organizing business processes and approaches to customer interaction. At the same time, it is determined that digitalisation is not only a necessity, but also an opportunity for the hospitality industry in order to adapt to global changes.

Unresolved issues. In spite of the significant number of studies on the hospitality industry digitalisation, most of them focus on certain aspects of the implementation of digital technologies or analyse general tendencies in transformation. After analysing the results of the study, it is possible to identify several significant challenges facing hospitality industry enterprises and their clients. In particular, the main problems include: lack of personalised offers, weak online support, lack of standardisation of the implementation of AI technologies to enhance the level of service provision, inconvenient search and filtering. Accordingly, the need for comprehensive studies that would view digitalisation as a tool for ensuring sustainable development of the hospitality industry in conditions of the post-war reconstruction of Ukraine is becoming more urgent.

Aim and methods

The aim of the article consists in the theoretical and methodological substantiation of the conceptual foundations of digital transformation mechanisms in the hospitality industry of Ukraine. *The research methodology* involves the use of analytical, theoretical, socio-cultural and conceptual methods and principles of dialectical methodology based on the principle of comprehensive consideration of the subject, the principle of logic, the principle of development. The methodology used makes it possible to identify and ground the specifics of conceptual digital mechanisms through the prism of transformation processes in the hospitality industry. To achieve the set goal, general scientific and special research methods are applied. In particular, methods of theoretical analysis and synthesis for studying and generalising scientific works, concepts and approaches to the digitalisation of the hospitality industry; methods of statistical analysis –for processing quantitative data on the development of the hospitality industry and the use of digital technologies; a method of comparative analysis for comparing the experience of digitalisation of the hospitality industry in Ukrainian realities; methods of system analysis for a comprehensive study of the digitalisation of the hospitality industry as a multi-faceted phenomenon; a method of generalisation for formulating conclusions and elaborating practical recommendations.

The research information base consists of various sources and approaches that will help to study and view the issue of digitalisation for the development of the hospitality industry of Ukraine. Particularly, monographs, articles, analytical materials of national

Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

and foreign scientists and practitioners, legislative and subordinate regulatory legal acts, scientific research, information and analytical materials and the offered research.

Research results

The modern paradigm of the hospitality industry development is characterised by the intensive implementation of digital transformation, which radically modifies the architecture of business processes and customer interaction. The implementation of innovative digital technologies determines the potential of enterprises in optimizing operations, personalising the consumer experience, expanding the market presence and strengthening competitive advantages at the global level.

Let us view the semantics of the term of "digitalisation". In modern scientific and practical literature, the concept is interpreted differently depending on the context. For example, the concept of the development of the digital economy and society of Ukraine (Cabinet of Ministers of Ukraine, 2018) defines "digitalisation" as a saturation of the physical world with electronic-digital devices, systems and the creation of a virtual environment for the implementation of socio-economic, business and other processes; the Oxford English Dictionary defines "digitalisation" (n.d.) as a process of converting data into a digital form that can be easily read and processed by a computer. This is a process that involves not only converting data into digital format (digitization), but also the strategic implementation of digital solutions to optimize processes and adapt business to the conditions of the digital economy (Pletsan, 2021). Thus, digitalisation is a multifaceted concept that encompasses introducing digital technologies into various spheres of life to increase their efficiency and adapt to the requirements of today's society. Leading scientists are actively studying the influence of digitalisation on the hospitality industry. An important aspect of the digitalisation impact on the hospitality industry is the introduction of modern technologies for managing tourist flows. This includes the creation of systems for monitoring anthropogenic load on tourist facilities, which will ensure their preservation and environmental safety. This is a focus of our research.

It is emphasised that in conditions of a full-scale Russian-Ukrainian war, digitalisation is becoming not only a modern trend, but also a necessity to ensure the sustainability and development of the tourism industry for the formation and development of the "Hospitable Ukraine" brand. The integration of digital technologies allows to solve key tasks aimed at optimising business processes, increasing the availability of tourist services and meeting the needs of travellers. Thanks to the implementation of innovative solutions, such as mobile applications, online platforms and interactive services, the tourism industry can not only recover, but also strengthen its positions in difficult conditions.

The analysis of scientific and theoretical materials makes it possible to identify modern digital tools that are already used in the tourism sphere of Ukraine, their features, advantages and challenges of implementation in wartime conditions. Information tourism portals, city tourism sites and applications in Ukraine. In the aspect of digitalisation of the tourism sector, information tourism portals and official city tourism sites are of particular importance. These resources play a key role in providing tourists with up-to-date information and contribute to the development of both national and inbound tourism.

One of the most important projects in this area was the launch of the information portal for tourists VISIT Ukraine (Visit Ukraine Today, n.d.). This resource, developed by the All-Ukrainian organisation *VISIT Ukraine* with the support of several government agencies, including the State Agency for Tourism Development, is aimed at foreign tourists and Ukrainians travelling abroad. The *VISIT Ukraine* portal offers a wide range of services, including: registration of medical insurance for entry into Ukraine with coverage of war risks; legal consultations on visa and migration issues; registration of a "Green Card" for car insurance when travelling abroad. Additionally, the resource provides up-to-date information on the rules for crossing the Ukrainian border, the conditions for entering Ukrainians into other countries and Visa requirements. All information is regularly updated and available in three languages, which provides the opportunity to inform tourists from all over the world and also facilitates travelling in Ukraine.

Along with the national portal, an important role in the development of tourism is played by official tourist sites of cities, which are usually supported by local Tourist Information Centers. For travel companies, the site is a valuable resource of up-to-date information for the formation of tourist products. For example, the Lviv tourist site *lviv. travel* is distinguished by its comprehensive approach to the presentation of the city. It offers detailed information about historical monuments and cultural sites, a calendar of events, interactive maps, recommendations for routes and excursions, and here you can also purchase a Lviv City Card, with which you can visit Lviv museums for free for a one-time fee, receive discounts at other cultural institutions, restaurants and cafes (Lviv.travel, n.d.). It should be emphasised that city tourist sites play an important role in shaping the tourist image of cities, providing tourists and travel companies with access to up-to-date and structured information, contributing to the development of local tourism business and enhancing the attractiveness of Ukrainian cities for visitors.

The next peculiarity is the use of mobile technologies in the tourism sector. As an example, let us cite the tourist website of the city of Sumy (Visit Sumy, n.d.), where a unique feature is the integration of a virtual guide using augmented reality technology. The *Ulab AR* application allows tourists to take an interactive walk through the city, during which the virtual guides are historical figures –philanthropist Ivan Herasymovych Kharytonenko and the founder of the city Herasym Kondratiev. This innovation covers 47 architectural monuments, providing visitors with a unique experience of getting to know the history and culture of the city. Another example of the use of mobile technologies is the innovative mobile application *Lviv Region. Unique Heritage* that opens new opportunities for exploring the cultural heritage of the region (Ukrainian Cultural Foundation, 2024). It represents a large-scale database of tourist locations in the region, developed by the public organisation *Successful Lviv Region*. The database covers 450 architectural monuments and 20 thematic routes, opening access to historical castles, museums, temples and reserves of the region. The technical capabilities of the programme ensure autonomous operation without a network connection, giving users access to 95% of the content offline. The application contains comprehensive descriptions of locations, opening hours, navigation maps and the *Favorite Planner* function for creating personal routes. Additionally, weather forecast and currency exchange modules are integrated. The introduction of a bilingual interface and a convenient search system expands the possibilities of using the programme for domestic and foreign tourists. The application is available for free download on major mobile platforms.

Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

In the context of the digital transformation of the tourism sphere, special attention deserves the analysis of innovative technological solutions developed by national companies to optimise the experience of independent travellers. A prime example of the successful implementation of digital technologies in the tourism infrastructure is the creation by Ukrainian developers of the mobile application *Flat Planet* for independent travellers –a platform of free audio guides, which currently covers 46 countries of the world, including 8 Ukrainian cities. Travellers can create their own routes on an interactive map and learn about historical and cultural monuments through audio stories on their smartphone (Flat Planet, n.d.).

The platform operates on the principle of an open community –each user can not only consume content, but also create their own excursion routes and receive income from their distribution. This format of interaction makes cultural heritage more accessible and helps to reveal the unique features of different parts of the world through the stories of residents (Flat Planet, n.d.). The development of mobile applications, such as *Ulab AR, Lviv Region. Unique Heritage* and *Flat Planet*, demonstrates the trend towards the creation of multifunctional digital solutions that provide a personalised approach to planning and implementing tourist trips. The implementation of geolocation technologies, interactive mapping and augmented reality systems creates the prerequisites for a qualitative update of the processes of interaction of tourists with the cultural heritage and historical monuments of Ukraine.

Through the prism of the study, we will highlight the implementation of virtual reality, augmented reality, and 3D modeling technologies. Applying of VR and augmented reality (hereinafter referred to as AR) technologies has become one of the innovative directions in the development of digital tools in the hospitality environment of Ukraine. This tendency has become particularly relevant during the COVID-19 pandemic, and later –in the context of the Russian Federation's military aggression against Ukraine. Virtual tours, as one of the key elements of VR, allow users to take interactive trips to the sights of Ukraine without leaving their homes. This tool performs a dual function: on the one hand, it provides access to cultural heritage under restrictions, and on the other hand, it serves as an effective marketing tool to attract potential visitors in future (Pletsan, 2021). A vivid example of an innovative approach to preserving artistic heritage is the virtual AR gallery created by the joint efforts of the Mykolaiv Development Agency and the MY ART platform, which was presented in November 2024. The virtual exhibition is located on the Baroque Virtual Gallery platform, which uses augmented reality technologies to create a sense of presence. Users can view 35 selected works in high quality through a mobile application available for iOS and Android operating systems. The platform offers two viewing modes: an interactive walk through the gallery or a frame-by-frame review of the works, complemented by atmospheric musical accompaniment. To access the exhibition, simply download the Baroque application and select the museum collection from the list of available galleries or scan the QR code (*Pokhodyty vdoma*, 2024). The Google Arts & Culture platform also provides access to the collections of Ukrainian museums for the global community (Google Arts & Culture, n.d.). So, innovative technologies open new opportunities in the Ukrainian hospitality industry. Leading hotels and resort complexes offer virtual tours of their territories and rooms, which allows potential guests to familiarize themselves with the living conditions in detail even before booking. For example, the Premier Palace hotel in Kyiv offers an interactive 3D tour that allows visitors to virtually visit rooms of

different categories, restaurants and conference halls (Premier Palace Hotel, n.d.); the White Berry resort complex in the Carpathians provides the opportunity to take a virtual walk around the territory and explore different types of cottages (Whiteberry Hotel, n.d.); the Koruna hotel and restaurant complex in Lutsk presents a video tour on its website that allows visitors to get acquainted with the interior and infrastructure of the establishment (Koruna Hotell, n.d.). The implementation of such innovative solutions not only supports interest in Ukrainian tourist attractions during the period of forced restrictions, but also creates new opportunities for forming the "Hospitable Ukraine" brand in difficult socio-economic conditions.

Advantages of computer reservation systems are also emphasised in this study. In current conditions of the tourism sector, the implementation of computer reservation systems has become an integral part of the activities of tourism enterprises. This provides prompt access to information about the availability of tourist services, their cost and the possibility of instant booking, which significantly increases the efficiency of travel agencies and operators. I. Kovalevska and V. Tarasova (2023) put an accent that the use of reservation systems allows tour operators to optimise the process of booking tourist services. This is especially relevant in conditions of high competition and rapidly changing demand in the tourism market. The largest computer reservation systems in the international tourism market are the Amadeus, Galileo, Sabre and Worldspan systems. The analysis shows that several national computer reservation systems operate on the Ukrainian market, which are adapted to the specifics of the local market. Among them, such systems as IT-tour and My Tourists stand out. Each of these systems has its own characteristics and advantages. The IT-tour system of the IT-Tour travel agency provides the opportunity to compare prices from all leading operators in Ukraine in one window and to make direct bookings of tours and charter flights (IT-tour, n.d.). This significantly simplifies the work of tourism managers and increases the speed of customer service. The online resource My Tourists offers an integrated CRM-system that allows effective management of customer relationships. The system interacts with reliable tour operators and contains the necessary functionality for high-quality management of a travel agency (MoiTuristy, n.d.). Implementing of such resources helps to ensure the comfort of providing services in the hospitality environment.

It is appropriate in the context of this review to single out online accommodation booking platforms in Ukraine. In the process of digital transformation of the Ukrainian hospitality industry, there is an active introduction and use of global online accommodation booking platforms. An analysis of the current state of the online booking market in Ukraine demonstrates its dynamic development and diversification. The national segment is represented by both local and international platforms, which creates a competitive environment and stimulates innovation. Among national services, it is worth noting "Dobovo", which has been operating since 2009. It specialises in short-term accommodation rental, offering flexible accommodation options from one day to several months (Dobovo, n.d.). In turn, *Hotels24.ua* is positioned as a free hotel booking service, which is distinguished by the possibility of booking without prepayment and the presence of special price offers (Hotels24.ua, n.d.). At the same time, the presence of international platforms such as *Booking.com, Agoda, Kayak and Hotels Combined* on the Ukrainian market stimulates local providers to constantly improve their services and implement innovative solutions. The integration of modern digital technologies with online booking systems is becoming a key factor in increasing the efficiency and

Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

competitiveness of Ukrainian hospitality industry enterprises. Applying of hotel management systems (PMS), which provide automatic synchronisation of room availability and pricing policy data on different platforms, not only optimises management processes, but also minimises the risks of human errors when updating information. We totally agree with N. Serohina et al. (2019) that such innovations significantly increase the efficiency of reservation management, which is critically important for the development of the industry in the digital economy.

It is important to highlight online package tour booking platforms in Ukraine. One of the first spheres of digitalisation of the activities of Ukrainian tourism enterprises was the introduction of online package tour booking platforms on their websites. These digital services play a key role in the modernisation of the industry, providing consumers with convenient and fast access to travel services, and tour operators and agencies with the opportunity to automate the sales process. In recent years, online resources have been actively developing in Ukraine, which allow users to search for and book package offers from tour operators via the Internet. This trend reflects the global trend of digitalisation of the tourism sector and meets the growing needs of modern consumers for convenience and speed of receiving services. The key advantages of Ukrainian online booking platforms (for example, *Otpusk.ua, Turne.ua, Farvater.travel, Silpo Voyage*) are: localisation of content and interface, which makes them more convenient for domestic tourists; integration with local payment systems, which simplifies the booking process; active support for domestic tourism, which contributes to the development of the tourist infrastructure of the regions. Thanks to these platforms, tourists gain access to a wide selection of tourist products, and tour operators and agencies can automate the sales process, which increases the efficiency of their activities and competitiveness in the market.

The advantages include the integration of advanced digital technologies. Thus, the websites of travel agencies and tour operators are a critically important tool for digitalisation in the modern touristic world. They allow companies to offer their services online, providing consumers with access to information about routes, prices, bookings, and additional services. This not only increases convenience for customers, but also helps optimise business processes, through the automation of many operations, such as processing applications and confirming reservations. In particular, an online presence provides effective tools for attracting, informing, and retaining customers through the implementation of interactive services and optimised forms of communication. In this context, corporate websites become a key element of a comprehensive marketing strategy, providing travel companies with the opportunity to expand distribution channels and increase their customer base in a highly competitive market environment.

In general, the digitalisation of the hospitality industry covers a wide range of tools –from information portals to advanced VR and AR technologies. Among these it is appropriate to highlight such tools as: information tourism portals, mobile applications, VR/AR technologies and 3D modeling, computer reservation systems, online accommodation booking platforms, tour booking platforms, interactive sites, chatbots, CRM systems. An important aspect is their impact on the optimization of business processes, expanding the availability of services for tourists and the development of the hospitality industry. Accordingly, modern digital technologies play a key role in the transformation of the hospitality industry of Ukraine, contributing to its adaptation to today's challenges.

Based on the analysis, it is emphasised that effective digitalisation of the hospitality industry requires a comprehensive approach that considers several key aspects and components, in particular:

– digital platforms play a central role in ensuring the convenience and accessibility of travel services. This includes online booking systems, mobile applications, as well as e-commerce platforms;

– an important element of digitalisation is innovative technologies, such as AI models, blockchain technologies, virtual reality;

– infrastructure is another fundamental aspect, these include high-speed internet, mobile technologies, data centres;

– digitalisation is based on three key principles: ensuring equal access to services, information and knowledge through digital technologies; creating advantages in various areas of life; and promoting economic growth by increasing efficiency and competitiveness through digital innovations. The implementation of digitalisation depends on several factors. Among them, state support stands out, which involves the creation of a regulatory framework and subsidies to stimulate innovation. Business readiness for change is another important element, since only those companies that introduce innovations will be able to remain competitive. The education and competence of industry workers ensures the effective use of digital technologies, which is key to their successful implementation;

– the digitalisation effectiveness is assessed using indicators such as the growth of tourism enterprises' revenues, the increase in the number of customers using digital services and in customer satisfaction in total. The growth of these indicators shows the success of the implemented solutions;

– digital technology functions include business process optimisation, including booking automation and the use of CRM systems for customer management. Expanding customer interaction channels, including social media and chatbots, allows for improved communication and service efficiency. The use of big data for marketing and analytics provides the ability to create personalised offers that meet the needs of a specific customer.

In the context of forming ways to improve, it is worth to focus on developing a digital marketing strategy for enterprises in the hospitality industry. After all, digital marketing is one of the key components of the digital transformation of enterprises, which significantly affects their competitiveness. We emphasise that an effective digital marketing strategy should include a set of tools and approaches aimed at ensuring ease of use, personalisation of services and improving interaction with customers. Particularly, the importance of integrating such tools as SEO, social networks, email marketing, chatbots and online booking platforms is emphasised. Based on the analysis, it can be stated that the development of a digital strategy for hospitality enterprises should be based on key principles such as customer orientation, innovation, integrated solutions and strategic thinking. Automation of routine processes and the use of data to create personalised offers play an important role. At the same time, special attention should be paid to analysing customer behaviour and developing content strategies that support long-term relationships with consumers.

1. Grounded on the analysis, a digital marketing strategy is offered. It is formed on the basis of the main approaches and tools of digital marketing defined in the second section. This strategy focuses on improving the functionality of the company's web-

Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

site, optimising communication channels and using innovative solutions aimed at improving the user experience and increasing the effectiveness of marketing efforts. It is based on the following algorithm: key product ®To ensure a comprehensive digital transformation of the hospitality industry, increase its competitiveness and form the "Hospitable Ukraine" brand, it is appropriate to introduce a model of effective digitalisation in the form of a three-level system. This model includes three interconnected levels, where each subsequent level is based on the capabilities and results of the previous one. The technological level forms the basis, providing the necessary infrastructure and tools for digitalisation. Implementing of certain technological components creates a reliable basis for the digital transformation of the hospitality industry enterprises and provides the necessary tools for optimising business processes and achieving strategic development goals of the industry. The business process level ensures the effective use of technological infrastructure in order to achieve strategic development goals. The implementation of certain areas of transformation will ensure: reducing costs through automation and optimisation of processes; increasing revenues due to the expansion of the service market and improving the quality of service; enhancing customer loyalty through personalised service and improved communication; improving the quality of customer service; optimising internal processes and strengthening the competitive position of the enterprise; increasing business productivity; market expansion through innovative services. At the same time, it is important to ensure a balance between the introduction of innovations and maintaining the stability of operational activities, which will maximise the positive effect of digitalisation. The strategic level defines the key goals and expected results of the digital transformation of the hospitality industry. This level is crucial for forming a long-term vision for the development of the industry and ensuring its competitiveness in conditions of the global digitalisation.

2. The main strategic goals of the digitalisation of the hospitality industry are: ensuring sustainable development of the hospitality industry through the implementation of innovative digital solutions; recovery from crisis events (COVID-19 pandemic and military operations); integration of the Ukrainian hospitality industry into global networks and markets through joining international booking and reservation systems; formation of a positive international image of Ukraine as a hospitable destination using digital promotion and communication tools. The emphasis is put on the tourism sector as a driver of the formation and development of the "Hospitable Ukraine" brand.

3. Implementating of the identified strategic goals should ensure the achievement of the following key results: formation of strong brands of tourist destinations and hotel and restaurant enterprises through the creation of unique digital products and services; increasing the resilience of the hospitality industry to external challenges; diversification of sales and communication channels, implementation of flexible business models based on digital technologies; ensuring environmental sustainability through optimisation of logistics flows based on digital monitoring, implementation of effective resource management systems; increasing the investment attractiveness of the industry by increasing the transparency of business processes via digitalisation, implementation of innovative technologies that increase the efficiency of activities. Achieving the identified strategic goals and results is possible only if measures are systematically implemented at all levels of the digitalisation system. It includes the transformation of business processes and the development of technological infrastructure. This will ensure a comprehensive approach

to the digital transformation of the hospitality industry and create the prerequisites for its sustainable development in the long term.

Therefore, to achieve sustainable development of enterprises, the concept of implementing creative digital technologies is needed to ensure the sustainable development of hospitality industry enterprises in sectoral interaction, which will ensure the systematic and effective digital transformation process based on customer orientation as a single ecosystem.

The scientific novelty of the results obtained is to form and substantiate a strategy for effective digitalisation as a comprehensive model for transforming the hospitality industry, which includes interrelated technological, operational and strategic levels, for each of which key components, tools and expected results are identified for implementation in the hospitality industry of Ukraine.

The practical significance of the research results is reflected in the offered ways to improve the hospitality industry of Ukraine in the context of digital transformation, which involves a systematic approach to implementing innovative solutions at three levels, namely: technological, business process and strategic. Such a structure will ensure the integration of digital platforms, optimisation of operational activities and the formation of long-term competitive advantages. For the further applying of this case, it is important to ensure proper state support, increase the level of digital literacy in the industry and actively implement innovative technologies, which is confirmed by this study.

The perspectives for further scientific research ground on the comprehensive systematisation of knowledge, the identification of problematic aspects and the development of a concept for their solution, considering the global context and national specifics in the hospitality industry of Ukraine.

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Ресторанний і готельний консалтинг. Інновації. 2024 Том 7 № 2

Restaurant and Hotel Consulting. Innovations. 2024 Vol. 7 No 2

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КОНЦЕПТУАЛЬНІ МЕХАНІЗМИ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ В ІНДУСТРІЇ ГОСТИННОСТІ

Актуальність. Трансформаційний вплив цифровізації на індустрію гостинності перетворює її з традиційної галузі на інноваційну екосистему. В умовах глобальної конкуренції та динамічних змін споживчих очікувань цифрова трансформація стає не просто опціональною можливістю, а стратегічною необхідністю для підприємств сфери гостинності. Це забезпечує інструменти для оптимізації бізнес-процесів, персоналізації послуг, розширення ринкових ніш і зміцнення конкурентних позицій. Отже, дослідження концептуальних механізмів процесу цифрової трансформації є критично важливим для розуміння та ефективного впровадження цифрових інновацій, що забезпечить сталий розвиток і конкурентоспроможність суб'єктів індустрії гостинності в сучасних умовах. **Мета і методи.** Мета статті полягає в теоретико-методологічному обґрунтуванні концептуальних засад механізмів цифрової трансформації в середовищі індустрії гостинності в Україні. Методологія дослідження передбачає застосування аналітичного, теоретичного, соціокультурного та концептуального методів, а також принципів діалектичної методології на основі, зокрема, всебічного розгляду предмета, логічності та розвитку, що дали змогу виокремити й обґрунтувати специфіку концептуальних цифрових механізмів крізь призму трансформаційних процесів індустрії гостинності. **Результати.** Розкрито й обґрунтовано теоретико-методологічне підґрунтя концептуалізації цифрової трансформації, що сприятиме сталому розвитку індустрії гостинності України в умовах глобальної цифровізації економічних процесів. Акцентовано на секторі туризму як драйвері формування та розвитку бренду «Гостинна Україна». **Висновки та обговорення.** Доведено, що досягнення конкурентоспроможності підприємств потребує впровадження концепції креативних цифрових технологій як чинника забезпечення сталого розвитку індустрії гостинності в секторальній взаємодії. Обґрунтовано, що ефективне впровадження цифрових технологій у діяльність підприємств має базуватися на чітко визначених принципах, що забезпечать системність і результативність процесу цифрової трансформації на основі клієнтоорієнтованості. Підкреслено, що такий процес

передбачає створення персоналізованого цифрового досвіду, забезпечення зручності взаємодії через різні канали комунікації та формування індивідуальних пропозицій на основі аналізу даних про уподобання клієнтів. Це реалізується через інтеграцію внутрішніх систем із зовнішніми платформами (глобальними системами бронювання, платіжними системами, партнерськими сервісами), що забезпечують конкурентоспроможне функціонування індустрії гостинності як єдиної екосистеми. **Наукова новизна одержаних результатів** полягає у формуванні й обґрунтуванні стратегії ефективної цифровізації як комплексної моделі трансформації індустрії гостинності, що охоплює взаємопов'язані рівні (технологічний, операційний і стратегічний), для кожного з яких визначено ключові компоненти, інструменти та очікувані результати впровадження в індустрії гостинності України. **Практичне значення одержаних результатів** виявляється у запропонованих напрямах удосконалення індустрії гостинності України в умовах цифрової трансформації, що передбачає системний підхід до впровадження інноваційних рішень на трьох рівнях –технологічному, рівні бізнес-процесів і стратегічному.

Ключові слова: індустрія гостинності, туризм, цифрові технології, креативні практики, цифровізація, сталий розвиток.