



Titomir L.,
Danylova O.

INVESTIGATION OF BACKGROUNDS FOR THE INNOVATIVE DEVELOPMENT OF THE HOSPITALITY INDUSTRY IN VARIOUS REGIONS OF UKRAINE

Об'єктом дослідження є комплекс теоретичних та практичних аспектів організації управління готельно-ресторанним господарством в різних регіонах України. Найбільш проблемними місцями є відсутність стратегічного планування на більшості готельно-ресторанних підприємствах, неузгодження планів розвитку окремих регіонів із потребами та сучасними реаліями, і неефективне використання трудових ресурсів.

В ході дослідження використовувалися загальнонаукові методи аналізу: економіко-статистичні методи збору та обробки інформації, методи порівняльного, системного, якісного SWOT-аналізу, а також абстракції.

Для ефективного впровадження інновацій необхідною є співпраця між турагенствами та готельно-ресторанними підприємствами, органами влади і державного самоврядування. Підвищення конкурентоспроможності і зміцнення позицій на ринку послуг можливо завдяки розвитку «зеленого туризму», етнотуризму, послуг із креативними творчими складовими та доброзичливою толерантною атмосферою. Для цього необхідно розширити асортимент послуг та їх якість, покращити інформатизацію на всіх етапах. Необхідним є врахування менталітету гостей та бажання їх отримати максимальне задоволення і користь від подорожі. Маркетингові стратегії повинні мати етапи, які легко контролюються та, за необхідністю, корегуються. Така побудова розвитку індустрії гостинності має підсилити комплексність та індивідуальність сервісу. Розширення спектру засобів розміщення (апартаменти, вілли, будинки для відпочинку, замські та гостьові будинки, шале тощо) дозволяє якнайкраще зорієнтувати різні групи туристів та урізноманітнити види відпочинку. Підкреслюється важливість підсилення, особливо на регіональному рівні роботи громадських організацій. Спілка готельєрів повинна займати більш активну позицію для лобювання законодавчих ініціатив, бути ланкою, що об'єднує підприємців та органи місцевої влади в питаннях стратегічного розвитку регіонів. Практичне значення одержаних результатів полягає у розробці наукових та практичних підходів до ефективно організації готельно-ресторанного господарства в різних регіонах України з огляду на роботу сталих підприємств. Зроблені висновки і рекомендації можуть бути основою для формування стратегічних напрямів раціонального використання готельно-ресторанних ресурсів.

Ключові слова: готельно-ресторанний бізнес, стратегія інноваційного розвитку, індустрія гостинності, сфера послуг, засоби розміщення.

1. Introduction

In conditions of severe competition, hotels are forced to look for new ways to increase the attractiveness and accessibility of their services. Underestimation of innovative management in the activities of Ukrainian hotel enterprises has led to a decrease in their level of competitiveness, violation of the principles and methods of management, and a decline in the quality of hotel services. Innovations act as an incentive for the further development of the hotel business, enabling enterprises not only to occupy leading positions in their market segments, but also to comply with the world standards of hotel services [1]. In Ukraine there are all conditions and excursion opportunities for the development of tourism and hospitality industry enterprises, namely [2–4]:

- natural and cultural heritage;
- historical and cultural complexes;
- monuments of architecture and archeology;
- parks, arboretums;
- places of distribution of national crafts;
- reserves, monuments of nature and the like.

The need for hotel places and different regions is specific due to the fact that its importance is not directly related to the number of inhabitants, the development of industry, the size of settlements and other statistical factors. Much more formation of the need for hotel places is associated with the intensity of migration processes.

The need for hotel rooms also depends on subjective factors, very often random nature, and the use of marketing activities. The demand is determined taking into account the demand, adjusted by the proposal, and the perspective changes in demand. The category of demand includes the requirements for the quantitative and qualitative characteristics of hotels. The structure of demand includes: the purpose of travel, organizations involved in sending and receiving tourists, travel contingents, economic and economic-geographical factors. The offer category consists of the accommodation fund of accommodation facilities, taking into account the depreciation and allowable amounts of idle time. The practice of hotel and restaurant business, competition in the industry, economic realities with their complex on-farm conditions and relationships significantly

complicated the entrepreneurial activity in the market of services, led to new patterns of its development [1]. This requires constant improvement and deepening of existing scientific theories. In particular, the revision of approaches and principles of management and development of entrepreneurial activities in regional tourism, the adaptation of scientific concepts and tools in the business environment in modern economic conditions, taking into account industry specificity [4].

Therefore, it is urgent to study the current state of the hospitality industry in Ukraine and identify the main factors affecting the development of hotel companies in different regions of Ukraine.

2. The object of research and its technological audit

The object of research is a set of theoretical and practical aspects of the management of hotel and restaurant management in different regions of Ukraine.

In connection with the processes of European integration, which, at the request of the time, in Ukraine actively start or develop in all spheres, the study and adaptation of positive foreign experience in the construction of an integrated development model is an important element of the management system [1]. Hospitality enterprises can become competitive only if there is clear development strategies backed up by economic calculations. Conducting analysis and study of trends in the development of the hospitality industry is an important stage in the formation of economic activities that are promising for development of Ukraine. One of the most problematic areas is the lack of strategic planning at the majority of hotel and restaurant enterprises, the inconsistency of plans for development of individual regions with needs and modern realities and inefficient use of labor resources.

Complexity of the object, which is the organization of management of the hospitality industry, is determined by its multifacetedness, implicit interrelations and relationships of characteristics. And also the complexity in the formalization of economic and social parameters generates a problematic situation that requires solution.

To determine the main criteria that generate contradictions in the organization of management, it is necessary to find out the threats and risks, strengths and weaknesses in each region to form possible trends in management and development strategies.

3. The aim and objectives of research

The aim of research is analysis of the current state of the hotel industry in Ukraine and determination of the prospects for the development of the hospitality industry.

To achieve this aim, it is necessary to perform the following tasks:

1. To monitor the status and main trends in the development of hospitality industry enterprises.
2. To identify the main factors affecting the effectiveness of strategic management of the hospitality industry.
3. To consider foreign experience in the formation and functioning of strategies for the innovative development of hospitality industry enterprises.
4. To substantiate the possible marketing strategies of the enterprises of the hospitality industry in Ukraine.

4. Research of existing solutions of the problem

In recent years, the hospitality market has been changing to a large extent, as tourists can compare service in Ukraine and abroad and require a certain level of comfort. This forces hotel management to either fundamentally changes the strategy using different innovations or incurs losses and exit the business. The hotel industry sector is by far the most dynamic sector of the Ukrainian economy, able to bring real profits. Given the current trends in the industry, innovations in the hotel business play almost the main role in the highly competitive struggle of hotels for each client. Application of the latest technologies allows hoteliers to improve the efficiency of their facilities, find new reserves to improve the quality of service, effectively guard the rooms and property of guests, provide new services. The study of the problems of the development of the hotel and restaurant industry has paid much attention to scientists and specialists [4–6]. In these works, the organization and development of hotel and restaurant facilities are considered, factors affecting the hotel and restaurant business in Ukraine are analyzed.

However, despite the depth of scientific developments, a number of theoretical issues of strategic management of the hotel enterprise have not found their full coverage in scientific works of scientists. And the problems of justifying methodological approaches and developing methodological tools for solving the problem situation did not attract sufficient attention of scientists.

Among the main directions regarding the prospects for the development of the hospitality industry, identified in the resources of the world scientific periodicals, can be singled out [5, 6]. But they consider only general marketing strategies and trends in the development of information technology in accordance with the wishes of tourists without specificity and generalizations that can be extended to the entire hospitality industry. The work [7] is devoted to the marketing strategies of hotels in the UK and Europe, but high competitive pressures are underscored and the issues of the development of budget accommodation facilities remain unresolved, especially without attracting additional investor funds or chaining.

The authors of [8] present a theoretical and empirical analysis of the differentiation of hotel rooms with regard to pricing policy, but the above model, using the theory of games, ignores questions of strategic planning for the development of hotels. As indicated in [9–11], competitive relations in international tourism concern all spheres of the hospitality industry, starting from standard services, the number and filling of rooms, while the variety of strategies used does not provide sustainable profitability and only unique offers and guarantees of the level of services by well-known hotel chains are able to attract the attention of guests. However, in these works, the possibilities of using natural resources and the privilege of combining the work of hotels as an entrepreneurial link and the authorities and relevant state structures as a partner in strategic planning are not fully disclosed. The authors of [10] emphasize the importance of improving technological approaches for the sustainable development of hospitality and the absence of a systematic long-term study of the main components of the tourism industry in most countries of the world.

An attempt to assess the structure of tourist flows and the infrastructure of hotels, the determination of the

priority of some indicators, is devoted to a small percentage of works [12–14]. However, the described parameters show only a large number of factors affecting the degree of satisfaction of guests, only in [13] the importance of feedback is emphasized. More often, specific hotels are considered [15, 16] and on their example are proposed options for strategies, does not provide for the dissemination of similar approaches in the field. It only emphasizes the need for an environmental component in both the provision of services, infrastructure, and environmental responsibility. The authors of [17] emphasize the importance of determining the ratio of various marketing actions to take into account the motivation, passions of guests, the dissemination of information about the service and its level. According to the authors of the paper [18] hospitality management should be aimed at attracting and satisfying the needs of potential customers and providing competitive advantages in the market of hotel services.

Thus, the results of the analysis lead to the conclusion that for the formation of marketing strategies, an analysis of the changes and fluctuations of the main tourist flows is necessary. The direct use of the experience of foreign placement facilities will be ineffective, as the strategies for innovative development of hospitality industry enterprises must take into account many factors, the main one of which is the satisfaction of the needs of the guests.

5. Methods of research

The following scientific methods were used in the study:

- method of analysis in the study of the current activities of hospitality industry enterprises in different regions of Ukraine;
- economic and statistical methods for collecting and processing information for assessing the status and dynamics of the development of enterprises in the market of hotel services;
- synthesis method for summarizing information by region to represent the general state of the hospitality industry in the region;
- method of formalizing the object under study and presenting it as a set of parameters and given conditions that will completely characterize the object and its relation to the common system;
- method of grouping for the classification of enterprises of the hotel industry and clarifying common features and differences;
- method of comparative and system analysis to identify the features of the operation of the hotel industry;
- method of factor analysis to identify the main factors and their impact on the effectiveness of strategic management of the hotel enterprise;
- quality of the hospitality industry was assessed using SWOT analysis.

6. Research results

Investigation of the volume of investments into the main capital of the tourist regions of Ukraine shows that:

- in 2016, more than 78 % of the total investment was directed to the development of hotels and other places for short-term accommodation, 14 % – in the development of restaurants and accounted for Kyiv, Kyiv, Odesa and Lviv region;

- in 2017 the situation has not changed much: 79 % of investments are directed to the development of hotel and restaurant business [19].

An important prerequisite for the development of this industry is the gradual increase in the number of foreign tourists who received services from the subjects of tourism (Fig. 1). The number of «domestic» tourists is also growing, in particular, due to family travel and a combination of business trips with rest [20–22]. At the same time, the number of active enterprises providing hotel and restaurant services in the regions of Ukraine decreased. This is due to the continuation of hostilities in the East of Ukraine and the temporarily occupied territories, as well as the annexation of the Crimea with its unique natural and recreational potential. Economic factor is high competition, which is a prerequisite for the activation of domestic tourism and the introduction of innovations.

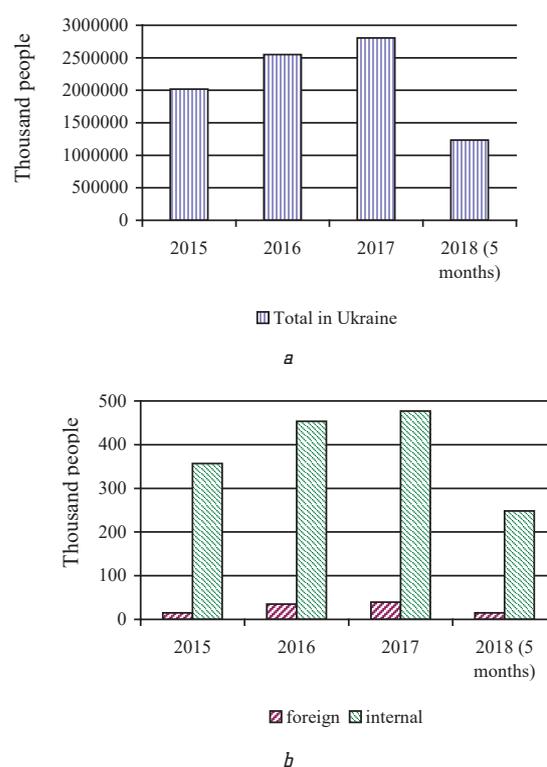


Fig. 1. The number of placed persons served by the subjects of the hospitality industry: a – the total; b – by residence

As for the regions that are promising for development, there is a gradual shift towards the objects of tourist infrastructure and recreational and tourist facilities of the country, in particular, regional health resorts. The main directions are to the south (to the Odesa, Mykolaiv, Kher-son, Zaporizhzhia regions) and to the west (Carpathian, Polissia recreational regions) [19–21]. This is evidenced by numerous stories of the media, which report an increase in tourist flows to these regions. Such trend can't in the future affect the simultaneous inflow of money capital from the activation of the tourism business, which has shifted its preferences in these regions, and the level of incomes of local budgets [3, 21]. If analyze the individual regions, the flows of foreign tourists prevail in Kyiv, Odesa, Lviv regions. In the Zakarpattia region, the number of foreign tourists has doubled in the last three years. In some regions

(Rivne, Ternopil, Cherkasy, Kherson, Mykolaiv regions), there have been no foreign tourists in recent years [19]. The reason for this is the insufficient level of development of financial services and communication systems, the tourism infrastructure itself and the poor quality of service provision, the lack of marketing strategies aimed at developing the hospitality industry and the lack of trained personnel.

The distribution of enterprises that provide temporary accommodation and food services in Ukraine is uneven across regions (Fig. 2), but, given the climatic and geographic location of regions and the presence of a well-known cultural heritage, it is quite understandable. The division of the regions of Ukraine into the main regions (Table 1) by geographical location allowed the analysis of the hospitality industry in each of them, and then to generalize this information.

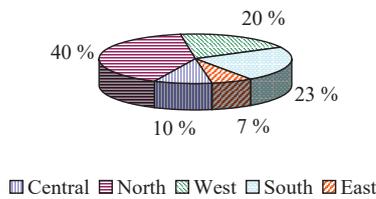


Fig. 2. Distribution of temporary accommodation and catering enterprises by regions of Ukraine in 2018

Table 1

Distribution of regions of Ukraine by main regions

Name of the region and territories referred to it				
Central	North	West	South	East
Vinnitsia	Zhytomyr	Volyn	Zaporizhzhia	Kharkiv
Dnipropetrovsk	Kyiv region	Zakarpattia	Mykolaiv	–
Kirovograd	Kyiv	Ivano-Frankivsk	Odesa	–
Poltava	Sumy	Lviv	Kherson	Donetsk*
Khmelnyskiy	Chernihiv	Rivne	–	Luhansk*
Cherkasy	Kyiv (city)	Ternopil	–	–
–	–	Chernivtsi	Autonomous Republic of Crimea*	–

Note: * – the information is not provided and is not taken into account as a result of the annexation of the Crimea and military operations in the territory of the regions

Hotels and other accommodation facilities in Ukraine over the past 3–5 years have to some extent changed the concept of their development, which is reflected in a 7–12 % decrease in the number of sanatoriums and boarding houses with treatment. Although by 2017 beginning of 2018 this trend decreased to 1.5–2.6 %. The number of sanatoriums-dispensaries decreased by 30 % and they are largely used only as a means of accommodation. The number of hotels since 2015 is gradually increasing (Fig. 3), mainly due to apartments, mini-hotels and guest houses. Gradually increases the number of budget accommodation facilities (hostels and hotels without category). Their services are used by dynamic unpretentious tourists of mostly young age, or those who travel with a business purpose, since the number of hostels in which they previously stopped gradually decreases.

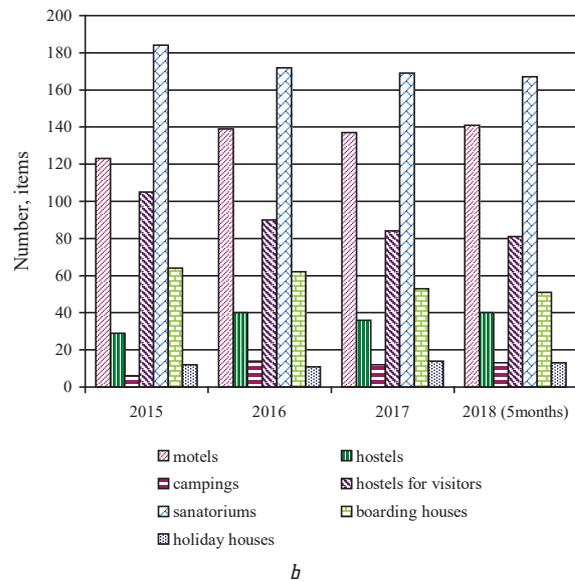
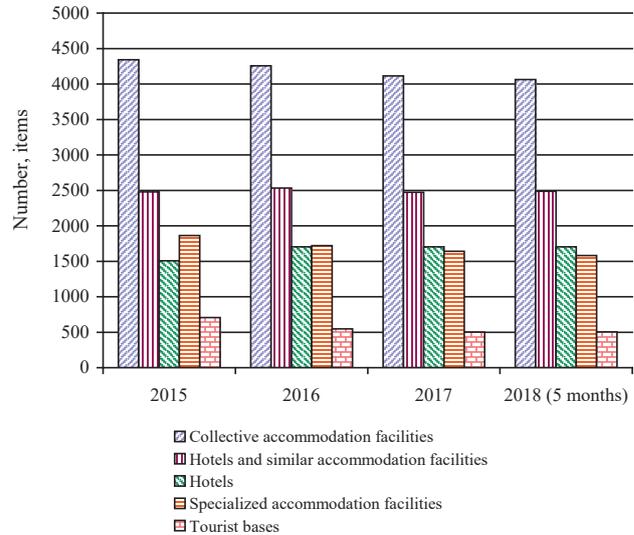


Fig. 3. Distribution of accommodation facilities by category: a – by types of total; b – specialized accommodation facilities

Distribution of accommodation facilities by region is uneven and corresponds to the economic and geographical situation, the degree of development of the transport network and infrastructure, natural and climatic conditions, the presence of interesting places to visit: monuments of nature, architecture, history and culture. It should be noted that in all regions of Ukraine there are not enough developed marketing tools for attracting tourists, information on many types of services in the hospitality industry is either insufficient or absent, as the range of services is very limited.

The inadequate use of marketing activities is evidenced by the fact that information on accommodation facilities on the main tourist sites is much more modest and the information available is only on half of the hospitality industry enterprises. So, on the well-known international Internet resource Booking.com there is information on only half of enterprises across Ukraine in comparison with the information of Goskomstat. Analysis of the distribution of accommodation sites according to Internet resources [20–22] shows that only in Lviv, Kyiv (at the expense of Kyiv), Odesa and Kharkiv regions, there is information about

70–85 % of the placement facilities. This indicates an ill-conceived marketing strategy or their absence at all.

The allocation of accommodation facilities in the central region (Fig. 4), with the exception of the Kirovohrad region, is almost proportional. The condition of material security is also average, services are standard and do not differ in variety.

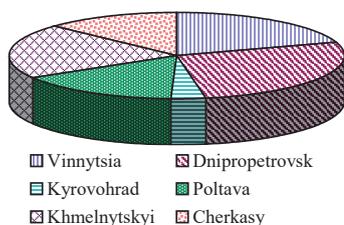


Fig. 4. Distribution of accommodation facilities in the regions of the central region

As of the end of 2015, the number of collective accommodation facilities in the Dnipropetrovsk region was 253 units, compared to 2014, their number was reduced by 12 units. The number of places in such funds in 2015 amounted to 25.5 thousand Units, and the number of placed persons – 418.3 thousand people [19]. In the first half of 2018, 160 enterprises in the Dnipropetrovsk region were working [22], the majority of which are hotels (50 %), business hotels (27.3 %), 4 motels and 11 hostels. The state of the hotel industry in this region is characterized by a small number of high category hotels, single hotels have a «zest», which becomes their «visiting card» and attracts customers. The segment of the average level of service is represented by a sufficient number of establishments. Prospects for the development of the hotel industry in the Dnipropetrovsk region are associated with an increase in the number of certified hotel enterprises of the budgetary price category, in particular, the churches and single-star hotels.

Among all the regions of the northern region (Fig. 5), the leader is the Kyiv region at the expense of Kyiv itself, which has hotels of a high category: the 4–5* star rating is 83 %, and there are a large number of hotel chains – 10. However, the main purpose of travel in Kiev is business, acquaintance with culture and recreation are almost absent.

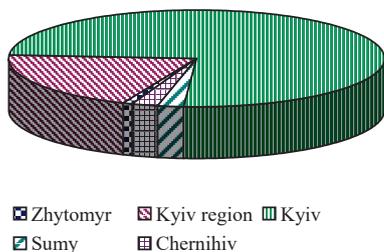


Fig. 5. Distribution of accommodation facilities in the regions of the northern region

The western region is the largest in terms of the number of regions. The distribution of accommodation facilities in the regions of the western region is shown in Fig. 6. The leader in receiving guests, according to official statistics and Internet resources, is the Lviv region. Over the past five years, the number of tourists it takes the fourth place

in Ukraine [19] and accepts almost 65 % of all guests in the western region. According to the official statistics of the regional department of statistics, Lviv region is annually visited from 130 to 200 thousand tourists. The operators of the market believe that the region actually receives more than half a million visitors [19, 21, 22].

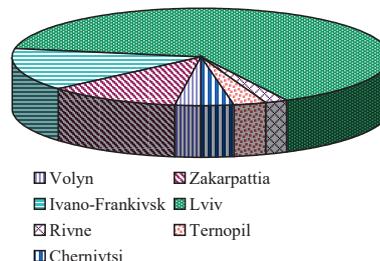


Fig. 6. Distribution of accommodation facilities in the regions of the western region

In Ternopil region there is one third of all castles and castle structures preserved in Ukraine. For recreation and treatment in the Ternopil region there are 20 sanatoriums, created on the basis of local medicinal mineral waters. Despite the huge recreational and tourist resources, the infrastructure that accompanies tourism is in the development stage. The main, clearly expressed directions of development of tourism are: recreational, cognitive, excursion, rural, green, water, speleotourism, mountain and ecotourism. In the Rivne region there are favorable natural conditions and the necessary infrastructure for the development of extreme and sports and recreational types of tourism, as there are 127 lakes, 12 reservoirs. And there is also potential for the development of pilgrimage, because on the territory of the region in the village of Onishkovtsi (Dubny district) there is a miraculous source of St. Anna with healing water.

In all areas of the western region, except Lviv, the infrastructure is poorly developed, the number of additional services is insufficient, the buildings of the hotel and restaurant business require complete reconstruction, little attention is paid to the opening of new hospitality enterprises. However, in this region green tourism, recreational and speleotourism with mountain (in Chernivtsi region), pilgrimage (Rivne region) are actively practiced. Most hotels are located in the main administrative centers. Many estates, houses are located outside the city. In general, it is possible to give recommendations to improve the infrastructure, to develop hotel enterprises and to open new ones. Start financing – ecotourism, recreational tourism, pilgrimage tourism, for which to develop new routes and make improvements to existing ones.

The material base of accommodation facilities in the southern region is quite good, as this region is traditionally a resort region and has a long tradition of receiving guests with different needs (Fig. 7).

In the Mykolaiv region according to tourist sites, the category «option for holidays» and hotels without stars prevail. Basically, tourist flows are sent to the village Koblevo. In the Kherson region there is access to two seas – the Azov and the Black, but recently the healing potential and unique natural objects are almost not used. The big problem of this area is the short duration of the tourist season. At full capacity, recreation facilities

are loaded only for 2 months, and the actual duration of the swimming season is 3.5 months. Therefore, it is necessary to intensify the development of «green» and ethnotourism, attracting farmers to it. Despite the presence of a sanatorium-and-spa base in the Odesa region, the purpose of the «treatment» trip takes an extremely low position. No foreign tourist has bought a tour in the Odessa region for the sake of improving health, which is reflected in the reduction in the number of sanatoriums and rest homes with recreational procedures. Domestic tourists also almost stopped using spa treatment, but this is more due to the low purchasing power of the Ukrainian population and the lack of social support both of the trade union organizations that previously engaged in this area and the state as a whole. The material and technical condition of hospitality enterprises in the Odessa region is quite decent, recently they are actively working to provide services in the Zatoka, Bilhorod-Dnistrovskiy and other resort towns.

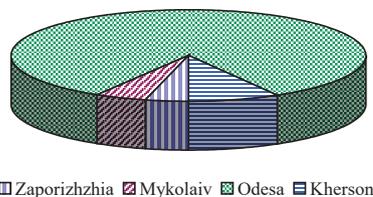


Fig. 7. Distribution of accommodation facilities in the regions of the southern region

In the Kharkiv region, hotel companies are located primarily in Kharkov and these are tourist hotels and apartments [22]. The total number of them is 352. The distribution by main types of location in percent is shown in Fig. 8.

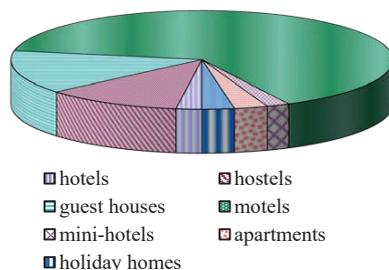


Fig. 8. Distribution of accommodation facilities in the Kharkiv region

It is interesting that the loading of hotels in most regions of Ukraine is seasonal (in regions that do not belong to active tourist zones, in summer it is the lowest, in the same resort zones – in summer and in winter it is the highest). Also, loading hotels throughout the year, as a rule, is still uneven and by days of the week – on weekends it decreases, increasing on weekdays at the expense of those persons on a business trip. Substantial competition for hotel companies, including large hotels, is created by individuals – business entities, which mainly contain small hotels and own private houses and apartments [1].

Strict competition can withstand only those hotels that can offer their customers high-quality service, and this is impossible without professionally trained staff.

To improve the condition in all regions of Ukraine, regardless of the orientation to foreign or domestic tourists it is necessary:

- expansion of types (assortment of services) and their quality;
- increase in the diversity of accommodation facilities (boutique hotels, guest houses, hostels, networking of the hospitality industry);
- development of transport services (expansion of assortment and quality of services) and improving the quality of transport infrastructure;
- development of assortment and increase of accessibility of financial services (both investment for the development of enterprises and services for tourists);
- development of services and communication systems (including in the field of information and telecommunications, development of online services) to create comfortable conditions for stay;
- development of tour operator activities and preparation of network, complex and thematic tourist products, the possibility of combining them under individual orders;
- development of information support for the hospitality industry, marketing, creating new and advertising already well-known tourist routes;
- strengthening the role of the health-therapeutic direction and targeting the needs of various categories of tourists;
- legislative and investment support by the state of hotel and restaurant enterprises, primarily those that innovate.

The general trend, clarified as a result of conducted research in all regions of Ukraine is determination of the need for innovation and new partnerships. In particular, between travel agencies and hotel and restaurant enterprises, authorities and state self-government for effective development of regional infrastructures. First of all, it has to be realized through mechanisms of cooperation with attraction of various sources of financing. It is necessary to improve the quality of services for the simultaneous expansion of their range, which is due to the constantly growing demands of consumers in accordance with the requirements of advanced technologies. A significant expansion of the range of accommodation facilities (apartments, villas, holiday homes, country and guest houses, chalets, etc.) allows you to better orient various groups of tourists and diversify the types of recreation.

In recent years, the structure and strategy of the development of hotel enterprises has changed significantly. In regions where there is an increase in their number, there has been a significant differentiation. To a large extent, it depends on the economic opportunities of domestic tourists and the increase in the number of high-class enterprises for wealthy tourists and foreigners. In Ukraine since 2015, the total number of special accommodation facilities has decreased by 11.9 %, while at the same time there is an increase in the total number in the Lviv region by 3.4 %. The number of collective accommodation facilities that provide legal entities and entrepreneurs in Ukraine as a whole has decreased by 5.2 %, namely:

- in Ivano-Frankivsk region grew by 19.1 %;
- in the Kyiv region – by 2.5 %;
- in Kyiv, by 6.4 %;
- in the Khmelnytsky by 3.4 %;
- in Lviv – almost 2 %.

In other areas, significant changes have occurred in the distribution of accommodation facilities: the number

of apartments has almost doubled, and the number of hostels is gradually increasing. The management of many hotels is reviewing the policy of rendering services and is beginning to take a closer look at the definition of a hotel category and their compliance with world standards. Positive is the spread of chains of hotels, which began to appear in regions where it is necessary to develop infrastructure, in particular, ways for vehicles.

The development of hotel and restaurant business in Ukraine is especially promising, because it is thanks to this industry that Ukraine can improve the social and economic situation.

7. SWOT analysis of research results

Strengths. Features of the economic and geographical situation of Ukraine are one of the important prerequisites for the development of the hospitality industry. Important criteria, which create the prerequisites for the formation and development of a highly profitable hospitality infrastructure, are:

- approximation of the borders of the EU to the borders of Ukraine, gradual integration of the state into European and world society;
- increase of business activity within the country due to increased competition;
- fertile and diverse natural and climatic conditions, landscape diversity of different regions;
- presence of monuments of nature, architecture, history and culture;
- sufficient development of the transport network, which continues to develop gradually.

An important component in this case is the staff, which has a high dynamism of development. It manifests itself not only in accelerating the process of updating professional knowledge, skills and skills, but also in steadily increasing the role of professionally important and business qualities of employees. Education, qualification and level of development of professionally important qualities are today the main qualitative characteristics of personnel.

The scientific novelty of the research consists in analyzing the situation and considering the prospects for the development of the hospitality industry and developing recommendations for the innovative development of hotel and restaurant facilities in different regions on the basis of sound trends in the development of the hospitality industry in the world.

Weaknesses. Research of the current state of the hospitality industry in Ukraine shows that the real state of the tourism infrastructure and the hotel and restaurant business largely depends on increasing investment.

The main factors that hamper the improvement of the competitiveness of hospitality enterprises in all regions of Ukraine and their stable development are:

- imperfection of the legislation on investment and taxation of hospitality enterprises;
- inadequate public initiation, including by the union of hoteliers, development of local infrastructure;
- discrepancy of prices to the level of quality of hotel services;
- low level of differentiation of hotel services; an underdeveloped network of hostels, motels, campsites and boarding houses;
- ineffective and unreliable security systems;

- lack of modern means of communication and information communications world-class;
- limited use of electronic and automated reservation systems for hotel rooms;
- insufficient use of the latest technologies in the process of providing services in hotels and other accommodation establishments;
- inefficient use of labor resources and inadequate number of qualified employees of hotel enterprises, affects the inadequate level of service and the low level of provision of hotel services.

The negative factors that hamper the development of most hotel companies include:

- insufficient number of additional services;
- small number of contracts with intermediaries and weak links with travel agencies;
- problem of seasonality;
- significant energy costs;
- inefficient use of labor resources;
- lack of a wide range of special services (entertainment, health).

Opportunities. The practical significance of the results is development of scientific and practical approaches to the effective organization of hotel and restaurant facilities in different regions of Ukraine, taking into account the work of permanent enterprises. And also conclusions and recommendations, which can be the basis for the formation of strategic directions for the rational use of hotel and restaurant resources. This will contribute to the solution of economic and social problems and will ensure the functional work of the hospitality industry. Such analysis is quite important, since the development strategies adopted in all regions of Ukraine until 2020 provide for some kind of obsession with the development of the tourist and recreational potential of the regions.

To implement the strategies it is important to economically and tax encourage Ukrainian investors in the direction of creating national hotel chains. One of the most promising solutions to the problem of attracting investment resources to the development of hospitality is the cooperation of investors and enterprises. A positive factor is the spread of international hotel chains and networks in Ukraine. The analysis of the hospitality industry can be useful to foreign investors to determine which segment of the market in each region is promising for the development of tourism services.

Threats. The action of hotel and restaurant business in the changing business environment of Ukraine provides that companies seek to increase the effectiveness of their activities to increase competitiveness, and this, in turn, leads to additional risks. Therefore, there is an objective need to provide a strategy for gradual development, which is divided into stages. An objective analysis of each stage is carried out, the basis of which should be the growth of economic indicators. In its absence, it is necessary to review the strategy and adopt a new one.

Analysis of the situation at the regional levels has shown that it is extremely important not only to support the authorities by taking appropriate decisions but also public support for development. The absence of groups of enthusiasts who support tourism and regional organizations that unite tour operators and hoteliers leads to incomplete implementation of plans for the development of the hospitality industry. It is extremely important to market activities

that take into account the needs of different consumer segments of the market. When developing strategies, it is necessary to take into account the multi-vector nature of the hospitality industry and the features of management of tourism products. To create a positive image, it is necessary to widely involve information technologies and the media.

8. Conclusions

1. The conducted studies show the uneven development of hospitality enterprises in different regions of Ukraine. The western region, close to the border with the EU, is developing more intensively, there is an increase in the provision of hospitality services by an average of 8 %. In the northern and central part of Ukraine, with the exception of Kyiv, the number of accommodation facilities decreased by 6–8 %. Traditionally, the southern region has been developing steadily, in which, according to the requirements of the time, there has been a redistribution of accommodation facilities with a clearer differentiation.

2. It is revealed that one of the main problems in the activities of most hotels is inefficient strategic planning. This is due to both the lack of goals and objectives in strategic planning, and attempts to use non-adapted methods from foreign practice. The lack of control over the stages of implementation of strategic plans and the lack of highly qualified specialists hinders the steady gradual development of both specific enterprises and the industry itself. Overcoming these problems will improve the state of the service sector, will enhance the competitiveness of hotel and restaurant enterprises and strengthen their position in the services market.

The main marketing strategies should take into account not only gender factors, but also the lifestyle and preferences of the guests. The most popular is the development of «green», ethno-tourism, services with creative components and a benevolent tolerant atmosphere. At the same time, the main component is the safety of guests and the quality of services.

3. It is shown that foreign experience should be creatively designed taking into account the local mentality. Known strategies should be sharpened on offers to guests to receive a positive experience that will evoke the desire to visit new places and make them a desirable place for recreation.

4. The proposed strategies and their filling for the hospitality industry, which will provide competitive advantages and, as a result, increase profitability and profitability. Innovative trends in the development of the hospitality industry in the development of marketing strategies should include infrastructure, logistics, technology, organizational and managerial, intellectual components.

When forming strategies for innovative development of the hospitality industry, it is necessary to take into account environmental, economic, social factors. It is important to maintain a balance between additional costs and profit for sustainable development.

References

1. Dominska O. Ia., Batkovets N. O. Suchasnyi stan ta innovatsiini protsesy rozvytku hotelno-restorannoho biznesu v Ukraini // Visnyk Lvivskoho torhovelno-ekonomichnogo universytetu. 2017. Issue 52. P. 39–41.
2. Rynky turystychnykh posluh: stan i tendentsii rozvytku / Herasymenko V. H. et. al.; ed by Herasymenko V. H. Odessa: As-tropynt, 2013. 304 p.

3. Pronoza P. V. Analiz stanu turystychnoi haluzi v Ukraini // Upravlinnia rozvytkom. 2015. Issue 3 (181). P. 56–63.
4. Malska M. P., Kizyma V. L., Zhuk I. Z. Upravlinnia sferoiu hotelnogo gospodarstva: teoriia ta praktyka: textbook. Kyiv: Tsentr uchbovoi literatury, 2017. 336 p.
5. Gilmore A. Quality and Quantity in Tourism // Journal of Hotel & Business Management. 2017. Vol. 6, Issue 1. P. 164. doi: <http://doi.org/10.4172/2169-0286.1000164>
6. Buhalis D., Amaranggana A. Smart Tourism Destinations Enhancing Tourism Experience Through Personalisation of Services // Information and Communication Technologies in Tourism 2015. Cham: Springer, 2014. P. 377–389. doi: http://doi.org/10.1007/978-3-319-14343-9_28
7. Imrie R., Fyall A. Independent mid-market UK hotels: Marketing strategies for an increasingly competitive environment // Journal of Vacation Marketing. 2001. Vol. 7, Issue 1. P. 63–74. doi: <http://doi.org/10.1177/135676670100700106>
8. Mathur S., Dewani P. P. Influence of cultural heritage on hotel prices, occupancy and profit // Tourism Economics. 2016. Vol. 22, Issue 5. P. 1014–1032. doi: <http://doi.org/10.5367/te.2015.0487>
9. Chen J.-L. An Empirical Study of Tourist Hotels: Difference Analysis between International Tourist Hotel and Standard Tourist Hotel in Taiwan // International Journal of Business and Management. 2018. Vol. 13, Issue 3. P. 67–74. doi: <http://doi.org/10.5539/ijbm.v13n3p67>
10. Accommodation Consumers and Providers' Attitudes, Behaviours and Practices for Sustainability: A Systematic Review / Hall C. et. al. // Sustainability. 2016. Vol. 8, Issue 7. P. 625. doi: <http://doi.org/10.3390/su8070625>
11. Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis / Palmatier R. W. et. al. // Journal of Marketing. 2006. Vol. 70, Issue 4. P. 136–153. doi: <http://doi.org/10.1509/jmkg.70.4.136>
12. Tourists assessment of infrastructure availability in Goa (India): A gap analysis / D'Mello C. et. al. // Anais Brasileiros de Estudos Turísticos. 2016. Vol. 6, Issue 1. P. 42–57.
13. Chung G., Ngan C. A shift in culture sparks innovation at the Miramar Hospitality Group's flagship Mira Hong Kong Hotel // Global business and organization excellence. 2018. Vol. 37, Issue 4. P. 37–47. doi: <http://doi.org/10.1002/joe.21862>
14. Khatri K., Shrestha R. K., Mahat U. A Study of Accessibility in Hotel Chains, Public Transportation, and Ferry Companies in Helsinki. Kerava, 2012. 52 p.
15. Mensah I., Dei Mensah R. International Tourists' Environmental Attitude towards Hotels in Accra // International Journal of Academic Research in Business and Social Sciences. 2013. Vol. 3, Issue 5. P. 444–455.
16. Marketing Management in the Sphere of Hotel and Tourist Services / Goryushkina N. Y. et. al. // International Review of Management and Marketing. 2016. Vol. 6, Issue 6. P. 207–213.
17. Hyun S. S., Perdue R. R. Understanding the dimensions of customer relationships in the hotel and restaurant industries // International Journal of Hospitality Management. 2017. Vol. 64. P. 73–84. doi: <http://doi.org/10.1016/j.ijhm.2017.03.002>
18. Michopoulou E., Buhalis D. Information provision for challenging markets: The case of the accessibility requiring market in the context of tourism // Information & Management. 2013. Vol. 50, Issue 5. P. 229–239. doi: <http://doi.org/10.1016/j.im.2013.04.001>
19. Derzhavnyi komitet statystyky Ukrainy. URL: <http://www.ukrstat.gov.ua>
20. Turystychnyi portal TripAdvisor. URL: <https://www.tripadvisor.ru>
21. Stan ta perspektyvy rozvytku infrastruktury rehioniv Ukrainy. 2013. 117 p. URL: <http://www.fes.kiev.ua/new/wb/media/InfraSTRUKTURA.pdf>
22. Booking. URL: <https://www.booking.com>

Titomir Ludmila, PhD, Associate Professor, Department of Hotel and Restaurant Business, Odessa National Academy of Food Technologies, Ukraine, e-mail: titomirluda@gmail.com, ORCID: <http://orcid.org/0000-0002-2281-3884>

Danylova Olena, PhD, Senior Researcher, Head of the Department of Normative-Technical Support and Metrology, Odessa National Academy of Food Technologies, Ukraine, e-mail: olenaidan@gmail.com, ORCID: <http://orcid.org/0000-0003-2813-4070>