

Integrative Strategies and Innovations in Managing Hospitality Businesses

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ABSTRACT

Introduction: The integration of differentiated management paradigms from classical to systemic and situational allows hospitality enterprises to effectively navigate and adapt to challenging market conditions and respond flexibly and quickly to external challenges. Implementation of adaptation strategies is a critical aspect of responding to the dynamic and competitive environment of the hospitality sector, where technological innovations and changes in consumer preferences constantly influence business management practices. Innovative approaches in the hospitality sector reflect the specific needs, financial capabilities, and market conditions of different types of establishments, and the importance of a multiparadigm approach to optimise adaptation strategies and develop hospitality innovation is evident.

Objectives: This research aims to analyse the impact of a multiparadigm approach to managing businesses in the hospitality sector on enterprises' adaptability to modern challenges. It will also examine innovative solutions and adaptive strategies that promote increased competitiveness, operational process optimisation, and customer satisfaction.

Methods: A study was conducted using descriptive statistics to identify specific features and characteristics of management strategies and innovative solutions in the hospitality sector. The data for the analysis were collected through a survey of hotel executives and hospitality managers using the MS Forms Pro platform.

Results: The analysis of the survey results showed that growing competition, changes in customer demands and the desire to increase revenues are the main factors that stimulate the introduction of innovations. It has been determined that international chain hotels are highly oriented towards these factors. At the same time, hostels and motels face more significant difficulties due to a limited resource base and less developed staff qualifications.

Conclusions: The practical value of the research is that the obtained results can be used to develop and implement innovative solutions and adaptive strategies in the hospitality sector, which will support the optimisation of management processes.

Keywords: multiparadigm approach, management, business, hospitality industry, adaptation strategies, innovative solutions.

INTRODUCTION

In today's dynamic business environment, organisations and enterprises, particularly in the hospitality sector, are actively searching for effective strategies, tactics, methods, approaches and scenarios for business management to ensure its sustainability and adaptation to constant change. It is worth noting that the hospitality industry faces numerous endogenous and exogenous challenges, including financial crises, economic downturns, wars, political and geopolitical instability, technological innovation, cultural transformation, strategic change, and natural disasters [1]. These challenges lead to the need for business transformations, such as mergers, strategic alliances or business partnerships, which are aimed at supporting the growth or survival of companies, organisations and enterprises in

an unstable environment, as otherwise, these challenges may lead to the threat of losing competitiveness or even closure.

In the hospitality industry, these transitional periods are usually accompanied by development or deep transformation, which often leads to dramatic changes in management business processes. Under these conditions, a change in the management paradigm can mean either the completion of a certain stage of an organisation's functioning or its transformation or adaptation to new realities.

It is important to emphasise that understanding the key elements that define the activities of companies, enterprises, and organisations in the hospitality sector is a critically important aspect for implementing innovative solutions and adaptive strategies capable of ensuring their resilience and further sustainable development [2].

In this context, innovation and creativity are gaining significant importance as driving forces behind transformations in the hospitality sector. Adaptive strategies cannot be implemented without the active use of innovative approaches, which, in turn, contribute to the long-term competitiveness of companies, enterprises, and organisations in the hospitality industry. As noted by Garrido-Moreno et al. [3], Rani and Sangeeta [4], innovative approaches enable hospitality companies, enterprises, and organisations to adapt and improve their products and services to meet the dynamic needs of customers, thus ensuring a competitive advantage. In parallel, Garcia [5] and Baghel et al. [6] highlight that creativity fosters the identification of new opportunities, the development and implementation of original solutions, and rapid responses to changes in the market environment within the hospitality sector.

Innovations in the hospitality sector aim to establish a culture of continuous development and unique offerings that resonate with client needs. In this regard, creativity is a key tool that helps hospitality companies, enterprises, and organisations identify new niches, develop adaptive strategies, and adapt quickly and effectively to changes, including shifting consumer preferences and economic instability. A multiparadigm approach, which integrates innovative methodologies and creativity, acts as a crucial instrument for adaptation and business development in the hospitality industry, enabling enterprises to maintain competitive advantages, meet and exceed customer expectations, and respond effectively to the challenges of a dynamic market [7].

In light of this, it seems prudent to conduct a study on innovative solutions and adaptive strategies as part of a multiparadigm approach to managing businesses in the hospitality sector.

This research aims to analyse the impact of a multiparadigm approach to managing businesses in the hospitality sector on enterprises' adaptability to modern challenges. It will also examine innovative solutions and adaptive strategies that promote increased competitiveness, operational process optimisation, and customer satisfaction.

Research tasks:

1. Conduct a study on the role of management paradigms in developing management strategies in the hospitality sector.
2. Analyse hospitality establishments' quantitative and structural distribution based on their main operational characteristics.
3. Investigate innovative solutions and adaptive strategies in hospitality establishments of different ownership types.
4. Perform a SWOT analysis of innovative solutions and adaptive strategies in the hospitality sector.
5. Evaluate the role of a multiparadigm approach in business management strategies in the hospitality sector.
6. Conduct a survey among hospitality establishment managers and employees to collect data on current business management practices and assess the effectiveness of implementing innovative solutions and adaptive strategies under modern conditions.

LITERATURE REVIEW

The multiparadigmatic approach in scientific theory focuses on obtaining qualitatively new results based on a comprehensive analysis of methodological and subject-specific features. As noted by M. Masterman, multiparadigmaticity is noted not only as a defining feature of modern scientific thought but also as an indicator of society's progress. This approach emphasises the importance of the coexistence of differentiated paradigms of social knowledge, which contributes to the formation of a favourable intellectual environment in society [8].

Proponents of the multiparadigm approach emphasise that interaction and competition between differentiated scientific approaches are the main factors in the development of social sciences, forming the necessary prerequisites for gaining more objective and more profound knowledge [9, 10, 11]. Competition between paradigms, even when

one paradigm demonstrates superiority, contributes to achieving truth more effectively than the rigid implementation of a unilateral, albeit well-justified, approach.

The multiparadigm approach has become particularly relevant in business management within the hospitality sector, where managers must make flexible and adaptive decisions in the dynamic conditions of this market [12]. Applying the multiparadigm approach in hospitality facilitates the integration of various strategies and methods, enabling businesses to effectively respond to current challenges, thereby ensuring both their resilience and competitiveness [13].

Within the framework of the multiparadigm approach, attention should be focused on its fundamental characteristics – integrating methodological approaches, conceptual principles, and analytical tools from differentiated paradigms to form a multi-level foundation for the development and implementation of management decisions. The multiparadigm approach is grounded in the epistemological recognition that universal, absolute solutions or conclusions do not exist, as each context and challenge within the hospitality sector is particular and requires an individualised analysis and the application of differentiated management practices [14].

In this context, the multiparadigm approach in hospitality is considered a key tool for developing and implementing adaptive strategies that effectively integrate industry-specific characteristics, innovative potential, and flexibility to respond to the dynamic hospitality market. One of the critical stages in implementing the multiparadigm approach is identifying priority areas for introducing innovative initiatives. This process requires assessing their relevance from a perspective of strategic business importance in the hospitality sector and focusing on teamwork, which serves as a mechanism for optimising communication processes and building trust between managers and employees [15].

The effective implementation of innovative projects in the hospitality sector requires the presence of high-level interpersonal relationships within the team, which in turn will foster a synergistic effect in achieving the strategic goals of hospitality businesses. This integrative business management system in hospitality not only supports the prompt resolution of business tasks but also systematically forms innovative solutions and adaptive strategies that stimulate the sustainable development of the hospitality sector [16, 15].

It is worth noting that the innovation process in the hospitality sector includes several key stages, from idea generation to testing, validation and commercialisation [17, 18]. In this regard, this cyclical process requires close interaction and cooperation between employees, customers and partners, which allows for the formation of integrated solutions and ensures the long-term success of the hospitality business [19, 20].

In the hospitality industry, innovation is defined as any innovation that differs significantly enough from the usual business processes or that involves the rejection of previous approaches to creating innovative value [21], which manifests itself in the form of innovations in products and services, management processes, marketing strategies or organisational models. Hospitality business managers are well aware that customers expect them to be constantly updated and innovative [22, 23], so they actively integrate new approaches to maintain a competitive position in the market [24].

However, due to limited financial resources and technical capabilities, innovation is primarily gradual compared to radical technical breakthroughs such as the development of smartphones [25]. Different tourist destinations often enter into competitive relationships to provide consumers with a single set of services [26], and innovative solutions often result from the joint activities of numerous stakeholders. Therefore, this collective approach allows for a more comprehensive and efficient development of innovations that meet the needs and requirements of the market [27]. This approach to innovation in the hospitality sector aligns with the principles of multiparadigm management, which considers the complexity of market conditions and the importance of adaptation strategies in this industry [28].

In the hospitality industry, product/service innovations provide a competitive advantage through new knowledge or technologies [29]. It is worth noting that process innovations in the hospitality industry aimed at reducing costs or improving the quality of services sometimes have a mixed impact on productivity [30]. Implementing organisational innovations is important in adapting businesses to changing market conditions, especially if hospitality managers have the necessary skills to facilitate innovation [31].

Marketing innovations in the hospitality industry include new methods of promotion, pricing, product placement and design, focusing on customer needs, searching for new markets and changing product positioning to increase sales [32], where these innovations contribute to strengthening the competitive strategy of the business [33]. Service and process

innovations are closely related to technology development, mainly due to the introduction of ICT in the hotel industry [34]. Studies show that companies often follow strategies with repeated innovation initiatives, where previous achievements influence further development [35].

In this regard, artificial intelligence (AI) significantly impacts the hospitality industry, offering new opportunities to improve customer experience, optimise internal processes and develop business. In particular, AI contributes to personalised guest service, demand forecasting, booking automation, and increased efficiency of hospitality operations [36, 37]. However, using AI raises questions for society and businesses about privacy protection, job automation implications, and algorithmic decision-making ethics [38, 39].

AI-powered innovations can optimise inventory, maintenance, and human resources management processes, reducing hospitality costs and thereby increasing efficiency [38]. AI-powered predictive models improve the accuracy of demand and reservation management [40]. At the same time, technologies such as chatbots and service robots provide fast and personalised service, thereby reducing business labour costs [41, 42]. However, to maintain a high level of service, combining technology with the human factor is important, which will simultaneously promote quality interpersonal relationships in the hospitality sector [43].

In general, the analysis of scientific sources indicates insufficient research on the multiparadigm approach to hospitality business management. This creates a scientific gap and requires comprehensive research to assess the long-term benefits of using adaptation strategies and innovative solutions.

METHODS

This study aims to achieve the following research methods:

- systematisation was used to collect, classify and structure the data obtained from the surveys to form an orderly basis for further analysis of the results;
- systemic and logical analysis and the method of information synthesis were used to comprehensively study the relationships between various aspects of management paradigms, adaptation strategies and innovative solutions in the hospitality sector to identify general trends and patterns that contribute to the development of the industry and to assess the strengths, weaknesses, opportunities and threats that affect adaptation strategies and innovative solutions in the hospitality sector;
- the method of generalisation was used to process and integrate the results of the study, in particular, to summarise data on the factors of innovation implementation and difficulties encountered in implementing adaptation strategies in different types of hospitality establishments;
- the survey method was used to collect data from representatives of different types of hospitality establishments, which allowed to obtain information about the specifics of their adaptation strategies and innovative solutions based on their answers;
- the method of processing the survey results included statistical processing of the data obtained, which made it possible to identify significant trends, relationships, and correlations between institutions' characteristics and the innovation strategies they use. This also allowed for the consideration of exogenous factors that influence the processes of adaptation and innovation.

A study was conducted using descriptive statistics to identify specific features and characteristics of management strategies and innovative solutions in the hospitality sector. The data for the analysis were collected through a survey of hotel executives and hospitality managers using the MS Forms Pro platform, which allowed us to collect accurate and reliable answers. The survey was conducted for hotel establishments of different types and categories, which allowed us to obtain various data on the factors influencing innovation development and adaptation strategies. The survey examined the impact of exogenous factors, challenges and opportunities for implementing innovations in different segments of the hotel industry. An online survey of 1,226 respondents was conducted from 15 January to 15 December 2024, collecting information from respondents, including representatives of national and international chain hotels, hostels, motels and independent hotels, where respondents answered questions about innovation strategies, competitive factors, difficulties in adaptation and the role of legislative changes in the hospitality sector. The survey was conducted as an online questionnaire, including closed-ended questions (with multiple-choice answers) and open-ended questions, allowing respondents to express their opinions. The survey asked the following questions: How does a multiparadigm approach help you solve management problems? What difficulties do you face when implementing a multiparadigm approach? How does the multiparadigm approach affect the adaptation of your

business to change? How do you evaluate the effectiveness of adaptation strategies and innovative solutions implemented through a multiparadigm approach to business performance? What types of innovations are implemented in your company?

RESULTS

As part of the study, a comprehensive survey of respondents was carried out to analyse the adaptation strategies and innovative solutions implemented in the framework of hospitality business management. The results obtained, systematised and analysed in the context of the identified structural features indicate a significant differentiation of the hospitality market, reflecting current trends in business processes. In particular, it was found that the distribution of enterprises in this industry by different categories indicates a significant concentration in the category of independent hotels (not belonging to chains), which account for the largest market share - 982 establishments out of 1226, which corresponds to approximately 80% of the total number, 122 motels (10%), 61 national chain hotels (5%), 49 hostels (4%) and 12 international chain hotels (1%). This market structure demonstrates the dominance of independent hotels, which form the main segment of the hospitality industry.

An analysis of the time that establishments have been operating shows that 384 have been operating for more than 10 years, indicating that the market is stable. Establishments with less than 5 years of experience account for 494 units, and establishments operating for 5-10 years account for 348 units. The breakdown by size shows the dominance of small businesses (up to 50 employees) - 982 establishments, of which the majority are independent hotels (850) and motels (80). Medium-sized businesses (50-250 employees) are represented by 191 establishments, with the largest share of national chain hotels and motels, and large businesses (over 250 employees) include only 53 establishments, of which 32 are independent hotels, and 13 are national chains. This data is summarised in Table 1.

Table 1: Quantitative analysis and structural distribution of hospitality establishments by main characteristics of activity

	What is the type of your establishment (number)?	How many years has your establishment been operating?			What is the size of your establishment?		
		Less than 5 years old	5-10 years	More than 10 years	Small businesses (up to 50 employees)	Medium-sized businesses (50-250 employees)	Large businesses (over 250 employees)
National chain hotel	61	15	20	26	10	38	13
International chain hotel	12	4	3	5	2	6	4
Hostel	49	25	15	9	40	9	0
Motel	122	50	30	42	80	38	4
Independent hotel	982	400	280	302	850	100	32

Source: Authors' calculations based on the survey

Thus, it is worth noting that independent hotels are leading in all categories, dominating among small establishments and businesses that have been operating in the hospitality sector for more than 10 years, while motels are concentrated in the category of small businesses and establishments with less than 5 years of operation, which indicates their flexibility.

The analysis of the distribution of management paradigms among the respondents (Figure 1) shows the dominance of the classical paradigm in all categories of hospitality establishments, which reflects a stable and hierarchical approach to management (512 establishments). The systemic paradigm is highly represented, particularly among national chain hotels (15 establishments) and independent hotels (278 establishments), which indicates a desire for an integrated approach to management. The situational paradigm is widespread among motels and independent hotels, indicating a tendency to adapt management decisions depending on the circumstances. However, the innovative paradigm receives limited support in all types of establishments, indicating limited integration of the latest technologies into management processes.

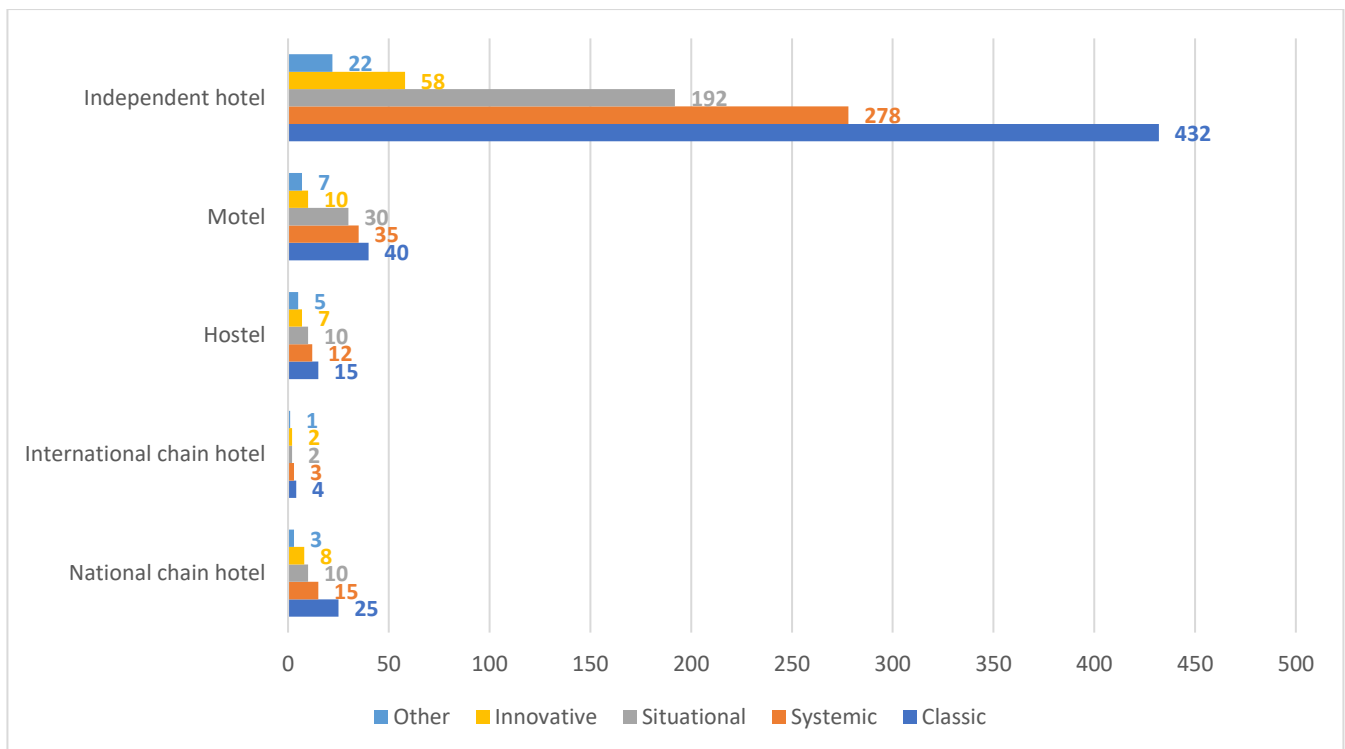


Figure 1: Structure of management paradigms in the hospitality sector by categories of establishments

Source: Authors' calculations based on the survey

According to Figure 1, the vast majority of respondents prefer the classical and systemic management paradigms, which indicates a tendency towards a stable and structured approach to business management in the hospitality sector.

Figure 2 clearly shows significant differences in the level and forms of implementation of the multiparadigm approach in different hospitality establishments, reflecting their structural heterogeneity and variability of management approaches. In particular, the largest share of respondents in the category "Provides flexibility in decision-making" is accounted for by independent hotels (39.6%), which indicates their ability to adapt to dynamic market conditions. At the same time, national chain hotels prefer "Comprehensive analysis of situations" (34.2%), which may be due to their structural centralisation and organisational complexity.

When analysing the difficulties in implementing a multiparadigm approach, it was found that the most common problem is "Resistance to change from employees", which is most typical for independent hotels (39.4%), where the staffing structure is less formalised. At the same time, motels (39.3%) and hostels (34.5%) are more likely to face "Difficulty in integrating different approaches", which is likely due to their limited resource base and lower organisational maturity. The analysis of the impact of the multiparadigm approach on the adaptive capabilities of the business showed that the main emphasis is placed on "Rapid response to changes", which is key for international chain hotels (59.8%) and independent hotels (49.5%), indicating their strategic focus on efficiency.

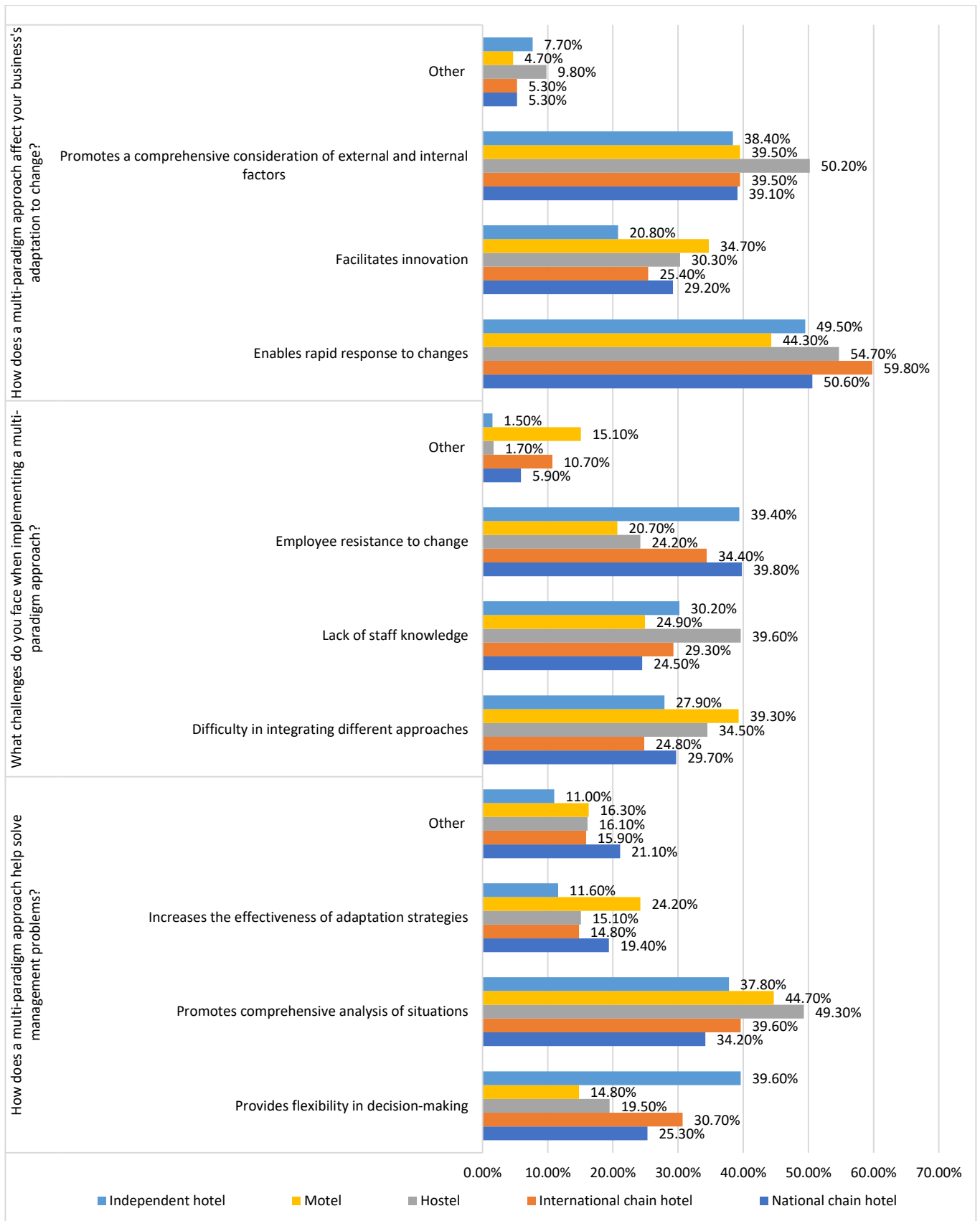


Figure 2: Evaluation of the role of the multiparadigm approach in the development of management strategies in the hospitality sector by categories of establishments

Source: Authors' calculations based on the survey

The data analysis shows the importance of a multiparadigm approach in managing hospitality facilities, especially in rapid adaptation to change and innovation. At the same time, difficulties such as resistance to change and lack of staff knowledge remain relevant for all types of establishments, which indicates the need to strengthen training programmes and internal communication in implementing new approaches.

The results of Table 2 indicate significant differences in the use of adaptation strategies and innovative solutions among different hotel establishments. In particular, 85.2% of respondents from the category of independent hotels focused on service diversification among their adaptation strategies, which indicates a desire to expand the range of services to increase competitiveness. At the same time, the high level of use of new technologies (80.1%) and resource optimisation (88.9%) among independent hotels indicates their focus on efficiency and process modernisation to ensure stability in a highly competitive environment.

International chain hotels are also actively adopting adaptation strategies, especially in new technologies (66.7%), which is important in ensuring global competitiveness. However, compared to independent hotels, they are less focused on diversifying services (75%), indicating an emphasis on standardisation and quality improvement based on proven business models. Resource optimisation strategies are not as pronounced in international chain hotels (61%), which may be due to their large scale, where cost reductions are achieved through economies of scale.

Hostels and motels have similar approaches to adaptation, focusing on resource optimisation (80% for hostels and 74% for motels), which may reflect their desire to maximise the use of available resources to ensure the affordability of their services in a highly competitive market. In addition, a significant proportion of motel (69.7%) and hostel (64%) respondents indicated the use of new technologies, which confirms the focus on modernisation to improve customer service.

In terms of innovative solutions, the most common is the introduction of process automation, such as chatbots and CRM systems, among independent hotels (80.2%) and motels (69.7%), indicating an effort to reduce staff costs and provide a higher level of customer service. Marketing innovations, including digital strategies and personalised advertising, are also important to independent hotels (73.9%) and hostels (72%), allowing them to reach target groups through modern promotion channels and increase brand awareness. Organisational changes, such as flexible working hours and decentralised management, are important for motels and hostels (74% and 72%, respectively), enabling them to respond quickly to changes in demand and reduce costs. At the same time, introducing other innovations, such as new management approaches or specialised solutions, is not as common among respondents across all types of establishments.

Table 2: Analysis of adaptation strategies and innovative solutions in establishments of different types of ownership in the hospitality sector, %

Property type	Adaptation strategies				Innovative solutions			
	Diversification of services	Leveraging new technologies	Optimising resources	Other	Process automation	Marketing innovations	Organisational changes	Other
National chain hotel	82,6	67,2	77,1	14,8	71,1	58,0	42,6	5,2
International chain hotel	75,0	66,7	58,3	8,3	66,7	58,3	41,7	0,0
Hostel	73,5	64,0	80,0	8,0	56,0	72,0	44,0	4,0
Motel	65,5	62,3	72,1	12,3	69,7	60,7	39,3	5,7
Independent hotel	85,2	80,1	88,9	21,2	80,2	73,9	53,0	7,3

Source: Authors' calculations based on the survey

The analysis of the effectiveness of adaptation strategies and innovative solutions implemented through a multiparadigm approach shows different assessments depending on the type of establishment. International chain hotels are the most likely to rate the implemented innovations as "very effective" (50%), confirming the high success level of adaptation strategies in these organisations. This may be due to their significant resources for innovation and global scale, which allows them to respond quickly to changes in the market environment. Independent hotels also score high in the "very effective" category (45%), indicating that they are successful in integrating innovation, but to a lesser extent than international chains, which is likely due to their more limited resources.

Hostels and motels, in turn, assessed the strategies more cautiously, with a higher percentage of neutral responses, which may indicate a lack of effectiveness of the implemented changes or imperfect adaptation processes, particularly in the context of limited resources and specific conditions of operation of such establishments.

In terms of innovation, all hotels are actively adopting technological innovations, including new booking systems, chatbots and mobile apps. International chain hotels are leading the way (80%), which may be due to their ability to invest in technology to improve operational efficiency and competitiveness. In turn, independent and national chain hotels focus more on marketing innovation (70% and 65%, respectively), indicating the importance of digital strategies, personalised advertising and branding to attract customers and maintain a competitive edge. Hostels and motels demonstrate a high level of non-technological innovations, such as environmental initiatives and changes in organisational structure, resulting from the need to optimise costs and adapt to competitive conditions and limited resources (Table 3).

Table 3: Analysis of the effectiveness of adaptation strategies and innovative solutions in the hotel sector

Hotel type	Assessing the effectiveness of adaptation strategies and innovative solutions	Types of innovations being implemented
National chain hotel	Very effective (40%)	Technological (70%)
	Rather effective (30%)	Non-technological (55%)
	Neutral (20%)	Organisational (60%)
	Rather ineffective (5%)	Marketing (65%)
	Not at all effective (5%)	Other (5%)
International chain hotel	Very effective (50%)	Technological (80%)
	Rather effective (35%)	Non-technological (60%)
	Neutral (10%)	Organisational (50%)
	Rather ineffective (3%)	Marketing (75%)
	Not at all effective (2%)	Other (5%)
Hostel	Very effective (25%)	Technological (40%)
	Rather effective (40%)	Non-technological (55%)
	Neutral (20%)	Organisational (50%)
	Rather ineffective (10%)	Marketing (60%)
	Not at all effective (5%)	Other (5%)
Motel	Very effective (30%)	Technological (50%)
	Rather effective (45%)	Non-technological (60%)
	Neutral (15%)	Organisational (55%)
	Rather ineffective (5%)	Marketing (50%)
	Not at all effective (5%)	Other (5%)
Independent hotel	Very effective (45%)	Technological (60%)
	Rather effective (35%)	Non-technological (65%)
	Neutral (15%)	Organisational (55%)
	Rather ineffective (3%)	Marketing (70%)
	Not at all effective (2%)	Other (5%)

Source: Authors' calculations based on the survey

In general, different types of hotels exhibit different innovation strategies, reflecting their specific needs, financial capabilities, and market conditions. These differences in approach highlight the importance of a multiparadigm approach to optimising adaptation strategies and innovation development in the hotel industry.

Analysing the survey results allows us to conclude the main factors that stimulate implementing innovations in the hospitality sector. In particular, the most important determinants of innovative changes are growing competition,

changes in customer demands, and the desire to increase revenues and reduce costs. International chain hotels demonstrate a high focus on competition (90%) and changes in customer demands (80%), indicating their strategic focus on adapting to changes in the market. At the same time, hostels and motels show a much lower degree of dependence on these factors, which may indicate the specifics of their operations.

In terms of the difficulties encountered in implementing innovations, the most common are the high costs of new technologies, resistance from staff, and limited resources, including time and money. Hostels and motels face additional challenges, such as the lack of necessary knowledge and qualifications among staff, which limits the ability to effectively integrate innovations. External factors, such as changes in legislation and economic instability, significantly impact the process of innovation. For example, motels and hostels attach greater importance to economic factors, which may be due to their need to quickly adapt to changes in the financial environment. Thus, international chain hotels have more opportunities to effectively implement innovations due to a high level of resource support and more advanced staff qualifications. At the same time, hostels and motels, due to specific limitations, face more significant difficulties in adapting and implementing the latest technologies and strategies (Figure 3).

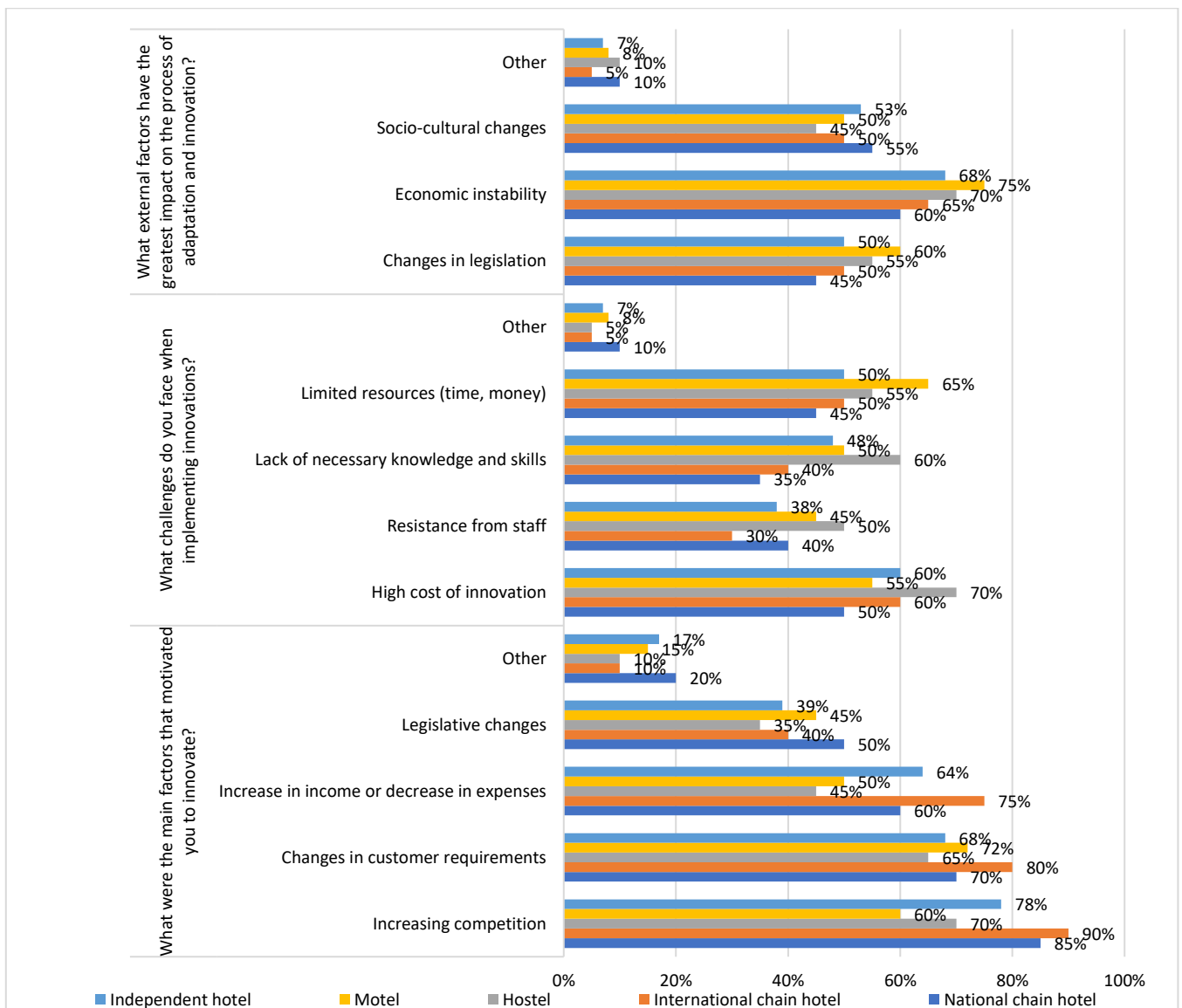


Figure 3: Analysis of factors of innovation implementation, difficulties and external factors in establishments of different types of ownership in the hospitality sector

Source: Authors' calculations based on the survey

SWOT analysis is an effective tool for identifying key endogenous and exogenous determinants that influence implementing adaptation strategies and innovative solutions in the hospitality sector and systematising relevant factors to improve strategic efficiency. Strengths reflect the industry's competitive advantages, including integrating advanced technological solutions, such as automated management systems, mobile applications, and artificial intelligence algorithms that optimise operations. High customer loyalty due to the adaptation of services to changing customer needs helps strengthen market positions. At the same time, the weaknesses identify limitations in the implementation of innovative movements. This is primarily a lack of financial, time, and human resources, which hinder innovative development. Another factor is the low level of staff qualifications and their resistance to innovation, which significantly hinders the effectiveness of innovation initiatives. The spectrum of opportunities is dominated by the growing demand for innovative services, driven by the evolution of consumer expectations and the development of digital technologies. The expansion of the range of digital tools creates conditions for the transformation of business processes, and the promotion of environmental initiatives helps to increase competitiveness by shaping the image of a socially responsible enterprise. However, the threats that accompany innovative development have a significant impact on the adaptive capacity of the hospitality industry. Increasing competition requires a prompt response to changes, as frequent changes in the legislative field can create regulatory barriers, and economic instability significantly complicates investment attraction and limits the resource base of hospitality companies (Table 4).

Table 4: SWOT analysis of adaptation strategies and innovative solutions in the hospitality industry

Strengths	Weaknesses
1) Integration of advanced technological solutions, such as automated booking systems, chatbots, mobile applications, and the introduction of artificial intelligence algorithms to improve operational efficiency.	1) There is a Lack of resources, including financial, time, and human resources, to implement innovative strategies, which is particularly pronounced in the hostel and motel segments.
2) Building high customer loyalty by adapting business processes to customers' changing needs creates a base of long-term customers.	2) The low level of staff qualification creates barriers to implementing complex technological and organisational innovations.
3) Leading positions of international hotel chains due to strategic adaptability and ability to compete effectively in the global market.	3) Employee resistance to change is caused by resistance to innovation and the use of traditional business approaches.
Opportunities	Threats
1) Increased demand for innovative services, driven by the evolution of customer needs and their interest in using modern digital tools and personalised services.	1) Increased competition in the hospitality market increases pressure on businesses to innovate quickly.
2) Expanding the range of digital tools, including online platforms and automated management systems, opens new horizons for optimising business processes.	2) Frequent changes in legislation that may create regulatory barriers that slow the adaptation of innovative strategies.
3) The growing popularity of environmental initiatives, the implementation of which contributes to the formation of competitive advantages and the creation of an environmentally responsible brand.	3) Economic instability reduces the industry's investment attractiveness and limits the ability to attract external resources to finance innovative projects.

Source: Authors' elaboration

Thus, the analysis shows the need to develop a comprehensive strategy that includes minimising internal weaknesses by improving staff skills, attracting resources, and stimulating readiness for change. At the same time, strategic measures should aim to use external opportunities and effectively neutralise threats in the highly dynamic hospitality market.

DISCUSSION

Based on the results obtained, several significant theoretical and practical conclusions can be drawn regarding the hospitality sector's multiparadigm approach to business management.

Firstly, the hospitality market is predominantly composed of independent hotels and small businesses that define the industry's structure. This situation highlights the importance of developing and implementing adaptive strategies and innovative business management solutions to maintain competitiveness, especially among SMEs that have

greater flexibility to respond to change. It is worth noting that many such establishments primarily rely on traditional management approaches, which may limit their ability to implement various innovations.

Secondly, applying the multiparadigm approach is identified as a key aspect in ensuring the successful and effective management of enterprises, companies, and organisations within the hospitality sector. This approach facilitates the creation of conditions that promote increased adaptability and capacity for implementing innovative solutions. It is important to highlight that independent hotels act as frontrunners in adopting the multiparadigm approach, enabling them to become more competitive locally. However, considerable attention should be paid to resolving problematic aspects and overcoming challenges such as resistance to innovation and the lack of proper staff training in applying innovations. This necessitates the implementation of training programmes for employees and the establishment of effective internal communication during the process of introducing changes in the hospitality sector.

Thus, an essential aspect lies in supporting the implementation of innovations across all types of establishments in the hospitality industry, as this is a decisive factor in enabling these types of establishments to adapt to the dynamic changes in the hospitality market. In doing so, they can ensure the stability and effectiveness of their operations. The development of adaptive strategies focused on implementing innovative technologies, the application of the multiparadigm approach, and effective management of transformational processes in the hospitality sector are critical aspects of maintaining competitiveness and success in the industry.

We agree with the conclusions of the research conducted by Zahidi et al. (2024), which indicate that artificial intelligence has a significant impact on the hospitality sector, contributing to the optimisation of operational processes, the enhancement of personalised customer experiences, and ensuring high levels of security.

Our findings confirm the importance of developing employee skills to integrate AI technologies effectively into operational processes. However, we believe that to preserve the value of the human touch, it is necessary to find a balance between technological innovation and traditional service approaches.

Our study confirms the findings of Kabangire & Korir (2023), who argue that innovation and creativity are crucial determinants of entrepreneurial success. The innovation process, which includes the use of creative methods and tools, helps to overcome obstacles to innovation, which, in turn, stimulates the growth of enterprises. Scholars also emphasise that adopting innovative approaches allows entrepreneurs to identify new opportunities and develop unique solutions that allow them to take a strong position in the market. It is worth noting that adaptation to change and rapid integration of new technologies and business models are critical to ensuring effective functioning in a dynamic business environment.

In the current environment, the need to improve approaches to business management that meet current requirements is of particular importance. Among these approaches, it is necessary to distinguish a multiparadigm approach to integrating adaptation strategies and innovative solutions for business management in the hospitality sector. This sector necessitates the adaptation and development of new technologies to increase competitiveness. These challenges require the development and implementation of effective development and adaptation strategies aimed at developing and implementing efficient management solutions in the hospitality sector.

CONCLUSION

The research findings emphasise the significance of the multiparadigm approach to managing businesses in the hospitality sector. The results indicate that the multiparadigm perspective, which integrates differentiated management paradigms within the hospitality sector, facilitates the adaptation of establishments in this field to the rapidly changing market demands. It is worth noting that integrating various managerial adaptive strategies in the hospitality sector enables businesses to develop and implement more flexible and innovative solutions, thereby enhancing the efficiency and competitiveness of hospitality establishments. The study of adaptive strategies and innovative solutions highlighted the importance of incorporating technological advancements, thereby contributing to the organisational flexibility of hospitality establishments.

The practical value of the research is that the obtained results can be used to develop and implement innovative solutions and adaptive strategies in the hospitality sector, which will support the optimisation of management processes. Additionally, the research findings can serve as a basis for further academic studies in developing adaptive strategies and innovative solutions in the dynamic market environment of the hospitality industry.

Future research in the field of hospitality business management should focus on an in-depth analysis of the impact of the multiparadigm approach on innovative solutions and adaptive strategies in various types of hospitality establishments. In this regard, it is considered essential to investigate the impact of technological innovations, such as artificial intelligence and automation, on ensuring the efficiency of management processes in the hospitality sector and adapting hospitality establishments to new challenges and market conditions. Furthermore, it is important to study the interconnection between cultural and economic aspects during implementing management decisions in the hospitality sector and to assess the potential for developing and integrating adaptive strategies and innovative solutions within the hospitality industry.

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