








ORIGINAL

## Management Approaches in the Tourism Sector in the Hospitality Industry Through the Prism of Adaptive and Innovative Approaches

### Enfoques de gestión en el sector turístico en la industria hotelera a través del prisma de los enfoques adaptativos e innovadores

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#### ABSTRACT

**Introduction:** the syncretisation of differentiated managerial paradigms - ranging from classical dispositions to systemic and situational approaches - predetermines the capacity of hospitality enterprises to manoeuvre effectively within a turbulently evolving market landscape, ensuring a heightened degree of reactive adaptability to exogenous challenges of diverse provenance and intensity. The institutionalisation of adaptation strategies within this context emerges as an imperative component of an antifragile operational framework for entities within the hospitality sector, wherein intensive technological transformation and the dynamic evolution of consumer preferences continuously modify dominant managerial practices. Innovation-driven trajectories in the hospitality domain are reflective not only of the specific exigencies of target clientele and their solvency levels but also of the relativised parameters of market conjuncture, collectively underscoring the exigency of a polyphonic, multiparadigmatic discourse for the optimisation of adaptive matrices and the formation of viable innovation clusters.

**Objective:** the principal aim of this investigation is summarizing patterns of efficacy inherent in the utilisation of a multiparadigmatic methodology of business management within the hospitality sphere, with an emphasis on the construction of sustainable adaptive mechanisms for enterprises confronting the exigencies of a postmodern operational environment. In parallel, the study seeks to identify adaptive strategies and innovative constructs capable of enhancing competitiveness, transforming operational processes, and meeting the evolving demands of consumers.

**Method:** the methodological apparatus employed encompasses a synthetic amalgamation of comparative analysis, systematisation, generalisation of empirical data, and structured surveying.

**Results:** the analysis of survey data substantiates that the segmental structure of the hospitality market exhibits a pronounced predisposition toward autonomous hotel units, which constitute 80 % of the total sample, whereas motels comprise 10 % (122 entities), national hotel chains 5 % (61 entities), hostels 4 % (49 entities), and international hotel chains a mere 1 % (12 entities). The implicit dominance of the classical management paradigm - employed by 512 establishments - attests to a deeply entrenched institutional inertia within prevailing governance models. Simultaneously, it has been identified that 39,6 % of independent hotels articulate a high degree of decision-making flexibility, serving as an indicator of their latent adaptive potential. The principal impediments to the implementation of a multiparadigmatic approach are identified as resistance to organisational transformation (39,4 % in independent hotels) and the complexity of integrating conceptually disparate managerial doctrines (39,3 % in motels and 34,5 % in hostels). Notably, in the category of international hotel chains, the capacity for rapid responsiveness to environmental fluctuations is defined

**Keywords:** Multiparadigmatic Approach; Management; Business; Hospitality Industry; Adaptation Strategies; Innovative Solutions.

## RESUMEN

**Introducción:** la sincretización de paradigmas de gestión diferenciados -que van desde las disposiciones clásicas hasta los enfoques sistémicos y situacionales- predetermina la capacidad de las empresas hosteleras para maniobrar eficazmente en un panorama de mercado en turbulenta evolución, garantizando un mayor grado de adaptabilidad reactiva a retos exógenos de diversa procedencia e intensidad. La institucionalización de las estrategias de adaptación en este contexto surge como un componente imperativo de un marco operativo antifrágil para las entidades del sector de la hostelería, en el que la intensa transformación tecnológica y la evolución dinámica de las preferencias de los consumidores modifican continuamente las prácticas de gestión dominantes. Las trayectorias impulsadas por la innovación en el ámbito de la hostelería reflejan no sólo las exigencias específicas de la clientela destinataria y sus niveles de solvencia, sino también los parámetros relativizados de la coyuntura del mercado, lo que subraya colectivamente la exigencia de un discurso polifónico y multiparadigmático para la optimización de las matrices adaptativas y la formación de agrupaciones de innovación viables.

**Objetivo:** el objetivo principal de esta investigación es realizar un análisis exegetico de la eficacia inherente a la utilización de una metodología multiparadigmática de gestión empresarial en el ámbito de la hostelería, haciendo hincapié en la construcción de mecanismos de adaptación sostenibles para las empresas que se enfrentan a las exigencias de un entorno operativo posmoderno. Paralelamente, el estudio pretende identificar estrategias adaptativas y constructos innovadores capaces de mejorar la competitividad, transformar los procesos operativos y satisfacer las demandas cambiantes de los consumidores.

**Método:** el aparato metodológico empleado abarca una amalgama sintética de análisis comparativo, sistematización, generalización de datos empíricos y encuesta estructurada.

**Resultados:** el análisis de los datos de la encuesta corrobora que la estructura segmentada del mercado de la hostelería muestra una marcada predisposición hacia las unidades hoteleras autónomas, que constituyen el 80 % de la muestra total, mientras que los moteles suponen el 10 % (122 entidades), las cadenas hoteleras nacionales el 5 % (61 entidades), los hostales el 4 % (49 entidades), y las cadenas hoteleras internacionales un escaso 1 % (12 entidades). El predominio implícito del paradigma de gestión clásico -empleado por 512 establecimientos- atestigua una inercia institucional profundamente arraigada en los modelos de gobernanza imperantes. Simultáneamente, se ha identificado que el 39,6 % de los hoteles independientes articulan un alto grado de flexibilidad en la toma de decisiones, lo que sirve como indicador de su potencial adaptativo latente. Los principales impedimentos para la aplicación de un enfoque multiparadigmático se identifican como la resistencia a la transformación organizativa (39,4 % en los hoteles independientes) y la complejidad de integrar doctrinas de gestión conceptualmente dispares (39,3 % en los moteles y 34,5 % en los albergues). En particular, en la categoría de cadenas hoteleras internacionales, la capacidad de respuesta rápida a las fluctuaciones del entorno se define como el vector clave de la adaptación (59,8 %), cifra que resuena con tendencias similares entre los hoteles independientes (49,5 %).

**Conclusiones:** el análisis de los factores que impulsan la innovación revela que la intensificación de las presiones competitivas, los cambios en el comportamiento de los consumidores y las aspiraciones de aumentar los ingresos son los determinantes motivacionales predominantes, y que dichos factores se actualizan con mayor intensidad en las cadenas hoteleras internacionales. Al mismo tiempo, se ha comprobado que los hostales y moteles se enfrentan a mayores impedimentos derivados de la escasez de recursos y la insuficiente cualificación del personal.

**Palabras clave:** Enfoque Multiparadigmático; Gestión; Empresa; Hostelería; Estrategias De Adaptación; Soluciones Innovadoras.

## INTRODUCTION

In the context of the rapidly evolving global socio-economic landscape, marked by persistent turbulence and uncertainty, corporate entities operating within the hospitality sector are increasingly compelled to pursue effective paradigms of managerial engineering that integrate strategic, tactical, operational, and scenario-based mechanisms of adaptive business governance.

The evolutionary dynamics of this industry are shaped not only by intra-organizational factors but are also profoundly influenced by a wide array of exogenous determinants, including financial disequilibria, cyclical recessions, armed conflicts, political and geopolitical volatility, technological breakthroughs, civilizational and

cultural shifts, strategic upheavals, and natural disasters.<sup>(1)</sup>

To analyze the utilization of hotel facilities and to develop a commercial policy over an extended time horizon, it is necessary to apply well-developed mathematical methods and models.

When designing them, a number of factors must be taken into account: the uneven demand for this type of service, which is influenced not only by annual seasonality but also by periods such as school holidays, cultural traditions, and public holidays; the need to align the modeling results with GDS and CRS systems; business planning must comply with USALI standards; and the modeling process must consider the provision of services not only to individual clients but also to wholesale customers, as well as in the MICE and TMC segments.<sup>(2)</sup>

The theoretical and methodological foundations for developing a forecasting system that interacts with both current and strategic management of hotel enterprises as a unified framework - defining target orientation and ensuring the feasibility of achieving necessary economic and social outcomes in the development of hotels - have not been sufficiently developed in the economic literature.

As noted by Garrido-Moreno *et al.*,<sup>(3)</sup> along with Rani and Sangeeta,<sup>(4)</sup> the impact of crisis situations on hotel marketing and management practices is considered from several perspectives: artificial intelligence and robotics, hygiene and cleanliness, as well as health and healthcare - all aimed at encouraging research and the development of knowledge in the hospitality sector.

As noted by Garcia<sup>(5)</sup> and Baghel *et al.*,<sup>(6)</sup> - the traditional management mechanism is organizational and economic in nature, aimed at transforming the internal potential of the management object - the enterprise providing hospitality services. Managing hospitality businesses involves a multifunctional operation that, in most cases, includes a significant number of subdivisions that are essential to related areas of activity.

This is due to the fact that, in addition to its primary function - providing overnight accommodation - the hospitality industry offers a wide range of additional services. A multiparadigmatic managerial doctrine that synthesizes elements of innovative thinking and creative heuristics emerges as a universal adaptive instrument in the hospitality domain, equipping organizations with the capacity for self-reconfiguration, agile response mechanisms, and sustainable market presence.<sup>(7)</sup>

Accordingly, there arises a pressing need to conduct a comprehensive investigation into innovative practices and adaptive strategies within the framework of a multiparadigmatic approach to business management in the hospitality sector. Such an inquiry will enable the identification and validation of effective managerial configurations suited to conditions of volatility and uncertainty.

**Research Objective.** The principal objective of this scholarly inquiry lies in the critical-systemic interpretation of the transformative potential embedded within a multiparadigmatic managerial discourse, particularly as it pertains to the governance of business entities within the hospitality sector and their capacity to adapt effectively to the volatility and complexity characterizing contemporary socio-economic conditions.

Within the conceptual framework of the research, particular emphasis is placed on the examination of innovation-driven evolutionary trajectories and reflexive-adaptive strategems that not only enhance the prospects of competitive reconfiguration but also facilitate the process-oriented optimization of operational activities and the emergent amplification of customer satisfaction levels.

#### *Research Tasks:*

- To initiate a comprehensive theoretical and methodological deconstruction of the role managerial paradigms play as constitutive elements in the formation of stratified governance strategies within the hospitality domain.
- To conduct a critically quantified analysis of the structural stratification of hospitality enterprises, accounting for dominant operational parameters and their functional specificities.
- To undertake a comparative-analytical investigation of innovative and adaptive interventions across hospitality establishments, differentiated according to their ownership structures and organizational-legal frameworks.
- To implement a SWOT analysis as a cognitive instrument for articulating the strengths and vulnerabilities inherent in the deployment of innovation-oriented and adaptively attuned managerial approaches within hospitality infrastructure units.
- To evaluate in an expanded manner the efficacy of the multiparadigmatic conceptual approach in the formulation of heterogeneous strategic management frameworks in the field, emphasizing its integrative and flexible nature.
- To carry out an empirical study through standardized surveys administered to representatives of managerial echelons and operational personnel in hospitality establishments, aiming to achieve a representative interpretation of current business management practices and a nuanced analysis of the effectiveness of implemented innovative solutions and adaptational strategies in the context of a rapidly evolving external environment.

It should be noted that the multiparadigmatic approach within scientific theory emphasizes the derivation of qualitatively novel outcomes through a comprehensive analysis of methodological and subject-specific particularities. As articulated by M. Masterman, multiparadigmatism functions not merely as a defining trait of contemporary scholarly cognition, but also as an epistemic barometer reflecting societal advancement. This approach underscores the significance of the coexistence of differentiated paradigms of social knowledge, thereby cultivating an intellectually fecund environment within society.<sup>(8)</sup> Proponents of the multiparadigmatic framework assert that the interaction and contestation among heterogeneous scientific methodologies constitute foundational vectors for the advancement of the social sciences, establishing prerequisites for attaining more profound and ostensibly objective forms of knowledge.<sup>(9,10,11,12)</sup> Paradigmatic competition, even in scenarios where one framework demonstrates empirical or theoretical supremacy, is often more efficacious in the pursuit of veracity than the rigid adherence to a singular, albeit well-substantiated, epistemological orientation.

The multiparadigmatic methodology has acquired pronounced relevance in the domain of hospitality business management, wherein decision-makers are compelled to formulate flexible and contextually adaptive responses to the exigencies of a volatile market.<sup>(13)</sup> Its implementation facilitates the synthesis of diverse strategic modalities and analytical tools, empowering enterprises to respond effectively to emergent challenges while preserving resilience and sustaining competitive advantage.<sup>(14)</sup> Within this framework, attention must be accorded to its foundational dimensions - namely, the integration of methodological standpoints, conceptual architectures, and analytical instruments derived from disparate paradigms, thereby enabling the construction of a multilayered epistemic scaffolding for managerial decision-making. The approach is predicated upon an epistemological acknowledgment of the non-existence of universal or absolute solutions, recognizing instead the *sui generis* nature of each contextual exigency within the hospitality sector, which necessitates the deployment of differentiated and context-sensitive managerial practices.<sup>(15)</sup>

Consequently, the multiparadigmatic perspective in hospitality is increasingly conceptualized as a critical instrument for the elaboration and operationalization of adaptive strategies that seamlessly integrate sectoral specificity, innovative potential, and strategic agility. Research indicates that the current state of development in the hospitality industry requires a more balanced management system at all levels, as well as government regulation, regardless of ownership or organizational structure. In this context, there is a need to develop hospitality and tourism development programs at both national and regional levels, which calls for a new approach to the theoretical and scientifically grounded principles of improving the management system of hospitality enterprises.<sup>(16)</sup>

The present state of the economy is characterized primarily by the imperfection of market reforms, which is largely due to the passive role of the state in shaping and supporting these processes. Therefore, it is necessary to enhance the role of the state in forming the market mechanism and in regulating and managing both the national economic system as a whole and its individual sectors, including the hospitality industry.<sup>(12,16)</sup> The hospitality industry constitutes a core component of tourism and is one of the most profitable sectors.<sup>(17,18)</sup> A key factor in the development of tourism in general, and the hospitality industry in particular, is the natural-recreational and historical-cultural potential, which enables even economically underdeveloped countries to occupy a significant place in the global tourism market - provided there is active state support for this sector. The findings show that the development of the hospitality industry is hindered by a number of both objective and subjective factors. First and foremost is its dependence on external environmental influences. Secondly, there is an insufficient number of modern hospitality enterprises, a low level of service, and other related issues.<sup>(19,20)</sup>

The hospitality services market is based on economic relations formed during the processes of production, distribution, and consumption, which in turn affect the mechanism of functioning and management in the hospitality industry.<sup>(21)</sup> Most of these services in the non-material sector of the economy operate independently of one another. The service sector, including the hospitality industry, is increasingly serving as a preventive mechanism against potential social unrest during economic crises by helping to mitigate mass unemployment. This underscores the need for more in-depth theoretical and practical research into the challenges of hospitality management.<sup>(22,23,24)</sup>

The following factors have the greatest influence on the management of the hospitality industry: the market for material and technical resources essential for its operation; the labor market segment specific to the hospitality sector; the capital market; regulatory and legislative frameworks; regional factors; hospitality service consumers; cultural, economic, and political aspects of international events; and socio-cultural factors.<sup>(25)</sup>

At the current stage of development, structural changes that reflect a set of priorities for the growth of economic indicators are of the greatest importance for improving the efficiency of management activities in hospitality enterprises.<sup>(26)</sup> The main directions for developing the management mechanism in the hospitality industry include: stimulating the growth of hospitality enterprises through pricing, tax, and investment policy instruments; and organizing hotel complexes.<sup>(27,28)</sup>

The organizational management structure of a hotel complex should consist of three levels: top (strategic), middle (functional), and lower (operational).<sup>(29)</sup> The primary functions of the top (strategic) management level



include defining the strategic goals and objectives of the hotel complex, strategic planning and forecasting, and addressing commercial, pricing, and dispatching issues.<sup>(30)</sup> The main functions of the middle (functional) management level are overseeing and controlling the production and distribution of a specific hospitality service and being responsible for it.<sup>(31)</sup> At the lower (operational) management level, the functions should involve making operational decisions within their respective subdivisions.<sup>(32)</sup>

Undoubtedly, the further development of the hospitality industry will depend on multiple factors: income growth, and consequently, increased tourist activity; fluctuations in service prices; the pace of economic reforms; market saturation; and improvements in service culture.<sup>(33)</sup> One of the key drivers of such growth should be the continued differentiation and specialization of hotel service offerings, aligning with the global trend toward the individualization of leisure and entertainment.<sup>(34)</sup>

Clearly, these processes should be accompanied by the unique customization of services, as this drives demand for regionally and ethnically distinctive entertainment and delivery methods.<sup>(35)</sup> Research has shown that only by understanding differentiated consumer behavior and meeting their needs can the popularity of hospitality enterprises be ensured, since the central figure in the hospitality industry has always been and remains the guest (client, consumer).<sup>(36)</sup>

Over the past decade, the hotel services market has been actively developed by private business: a high-end price segment has emerged, represented by luxury hotels where real and intense competition already exists; mid-range hotels are being built and renovated; new niches are being explored, such as the niche of small luxury hotels; and efforts are being made to establish domestic hotel chains.<sup>(37,38)</sup> Management plays a key role in these processes, ensuring the implementation of investment projects and effective day-to-day operations in the hospitality business, covering all aspects: operations, personnel, finance, and marketing.<sup>(39)</sup>

The current hotel industry is a business aimed at providing all incoming guests with various categories of rooms according to their financial capacity, as well as organizing their leisure and dining.<sup>(39)</sup> The hospitality industry encompasses multiple economic sectors specializing in serving travelers through specialized enterprises such as hotels, restaurants, travel agencies, national parks, and cultural and recreational parks.<sup>(40,41)</sup>

Management of marketing activities in a hospitality enterprise goes beyond merely studying consumer preferences and adapting them into the business. It is necessary to create sustained demand and stimulate hotel service sales, which will impact the enterprise's profitability.<sup>(42)</sup> The marketing communications mix helps develop the company's communication policy, establishing a clear development direction that includes planning and coordinating all marketing stakeholders based on communication tools. Advertising, sales promotion, personal selling, public relations, participation in exhibitions, and brand identity development all fall within the scope of communication policy.

## METHOD

The study was carried out within positivist paradigm of research and implied using of mixed methodology. The qualitative method was based on content analysis, while the quantitative method included conducting of survey, which provided triangulation of qualitative results.

The sample of literature sources for analysis contained 45 entries. The survey encompassed a representative sample of hospitality establishments of diverse classificatory types, thereby enabling the accumulation of empirical material regarding a wide array of factors determining innovative development and adaptive transformation. The questionnaire included both closed-ended and open-ended questions, ensuring a dialectical balance between standardization and flexibility in the data collection process.

The survey was conducted in an online format between January 15 and December 15, 2024, encompassing responses from 1 226 participants, including managers from national and international hotel chains, hostels, motels, and independent hotel entities. The investigation focused on the following thematic dimensions: the contribution of the multiparadigmatic approach to solving managerial challenges; difficulties encountered in the implementation of said approach; its role in business adaptation to environmental shifts; the effectiveness of innovation and adaptation strategies adopted within this framework; and the typology of innovations being implemented in respective organizational contexts.

Thus, the empirical investigation was underpinned by an integrative application of a suite of mutually reinforcing research methodologies, aimed at ensuring analytical depth and methodological coherence. In particular, the method of systematization was employed for the meticulous aggregation, typological classification, and structural-functional organization of data obtained through questionnaire surveys, with the objective of constructing a unified database for subsequent multidimensional analysis.

To attain conceptual integrity in the exploration of managerial paradigms, strategic adaptation vectors, and models of innovative transformation within the hospitality sector, a synergistic application of systemic, logical-analytical, and synthetic approaches was utilized. These methods facilitated the identification of latent correlations among the structural components of managerial systems, the elucidation of teleological patterns of development, and the critical appraisal of strengths, weaknesses, opportunities, and threats embedded within strategic models in terms of their resilience to exogenous challenges.

The generalization method served as a tool for the transformation of disaggregated empirical data into coherent analytical constructs, thereby enabling the isolation of key determinants of innovation implementation, as well as the identification of complications arising during the execution of adaptive strategies across various typological categories of hospitality establishments.

The survey method, adopted as the principal empirical instrument, enabled a qualitative and quantitative cross-sectional examination of managerial practices and strategic orientations characteristic of entities operating in the hotel industry. The data collected spanned a spectrum of institutions - from representatives of multinational hotel conglomerates to independent small- and medium-sized enterprises.

Subsequently, the method of statistical processing of survey results facilitated the extrapolation of significant trends, the detection of implicit interdependencies between managerial characteristics and implemented innovation practices, and the multifactorial analysis of the impact exerted by the external environment on internal organizational transformation processes. Data analysis was conducted using fundamental procedures of descriptive statistics, which ensured the verified interpretation of variational features of management strategies and innovation trajectories in the hospitality domain. Primary data were collected via the Microsoft Forms Pro digital platform, which minimized collection errors and ensured a high degree of response reliability.

## RESULTS

Within the framework of this empirical investigation, a comprehensive survey procedure was implemented with the aim of identifying adaptive paradigms and innovation-driven transformational approaches employed in strategic management systems of business entities operating within the hospitality industry.

The empirical data, systematically classified and subjected to in-depth interpretation in the context of identified structural-functional determinants, substantiate the existence of pronounced market fragmentation and heterogeneity, which, in turn, correlates with contemporary trends in business process transformation.

Specifically, the empirical findings reveal that the typological distribution of enterprises within the sector indicates a dominant presence of autonomous (non-chain-affiliated) hotel establishments, which constitute the largest market segment - 982 out of 1,226 total units, accounting for approximately 80 % of the entire sector.

Other segments are represented as follows: 122 motels (10 %), 61 hotels affiliated with national chains (5 %), 49 hostels (4 %), and 12 establishments integrated into international hotel conglomerates (1 %). This market architecture demonstrates the unequivocal hegemony of independent hotel entities, which constitute the structural core of the hospitality industry by concentrating a critical mass of institutional capacity.

An analysis of the temporal characteristics of the establishments' operations revealed that 384 entities have been functioning for over ten years, which may be interpreted as an indicator of market stability and adaptive resilience. Simultaneously, 494 establishments have been operating for less than five years, while 348 fall within the five-to-ten-year operational span, reflecting dynamic processes of business renewal.

The stratification of hospitality enterprises by organisational magnitude elucidates the preponderance of small-scale entities - defined as those employing up to 50 individuals - which collectively comprise 982 establishments. Within this cohort, independent hotels constitute the overwhelming majority (850 units), followed by motels (80 units). Medium-sized enterprises, characterised by a staffing range of 50 to 250 employees, are represented by 191 entities, predominantly composed of national hotel chains and motels.

In contrast, large-scale organisations - employing in excess of 250 personnel - are markedly scarce, with only 53 such entities identified. This latter category includes 32 independent hotels and 13 establishments integrated within national hotel networks. A consolidated overview of these data is presented in table 1.

**Table 1.** Quantitative Assessment and Structural Classification of Hospitality Entities Based on Core Operational Attributes

	Please specify the category or classification of your establishment by its corresponding numerical code	Please indicate the number of years your establishment has been in continuous operation?			Could you specify the operational scale of your establishment (e.g., number of rooms, staff, or service capacity)?		
		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

Thus, it is pertinent to underscore that independent hotel establishments exhibit unequivocal preeminence across all examined categories, prevailing dominantly among small-scale entities and organizations operating within the hospitality sector for over a decade; conversely, motels are predominantly concentrated within the domain of micro-enterprises with operational experience of less than five years, thereby indicating a heightened degree of strategic elasticity and operational adaptability. A retrospective evaluative inquiry into the distributional topology of managerial paradigms among the surveyed cohort (figure 1) unambiguously delineates the hegemonic ascendancy of the classical managerial canon, whose normative structures pervasively infiltrate the operational architectures across the full spectrum of hospitality institutions. This empirical predominance, as evidenced in 512 institutional cases, substantiates the entrenchment of a stable, vertically stratified administrative schema. In parallel, the systems-integrative paradigm manifests a salient - albeit comparatively delimited - presence, most conspicuously within nationally consolidated hotel conglomerates (15 entities) and autonomous lodging enterprises (278 units), thereby signifying a discernible proclivity toward a syncretic and holistically unified management modality. The situational management concept emerges as predominant within the motel sector and independently operated hotels, indicating a discernible proclivity for context-dependent variability in managerial decision-making, dictated by fluctuating external conditions. Meanwhile, the innovative paradigm remains marginal across all categorized types of establishments, correlating with a deficient degree of institutionalized implementation of cutting-edge technological instruments within both strategic and operational management practices.

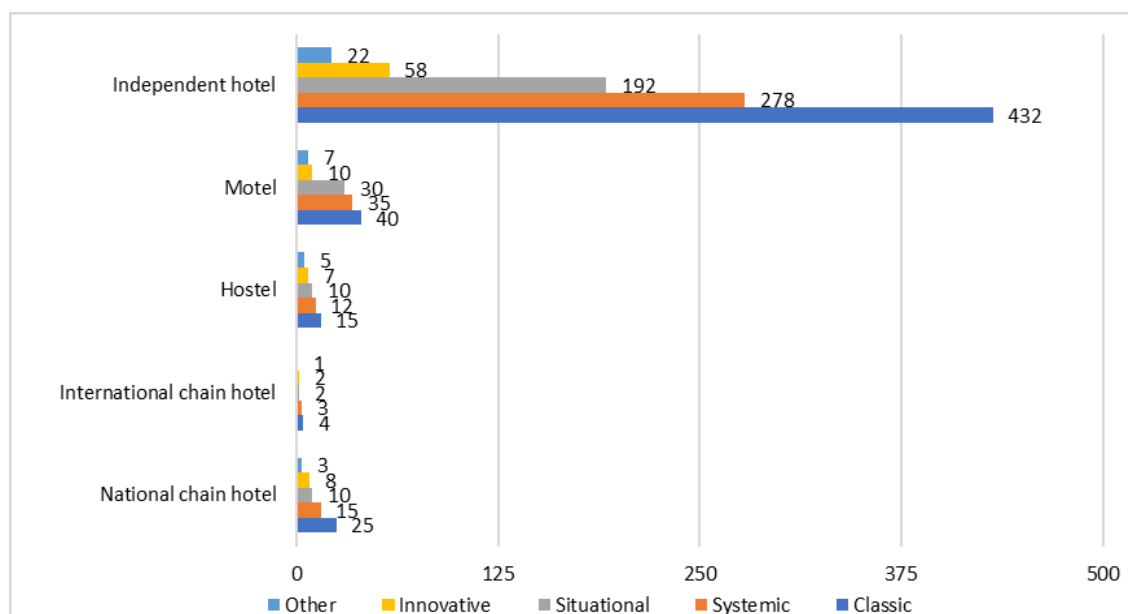


Figure 1. Management Paradigm Structure in Hospitality by Establishment Category

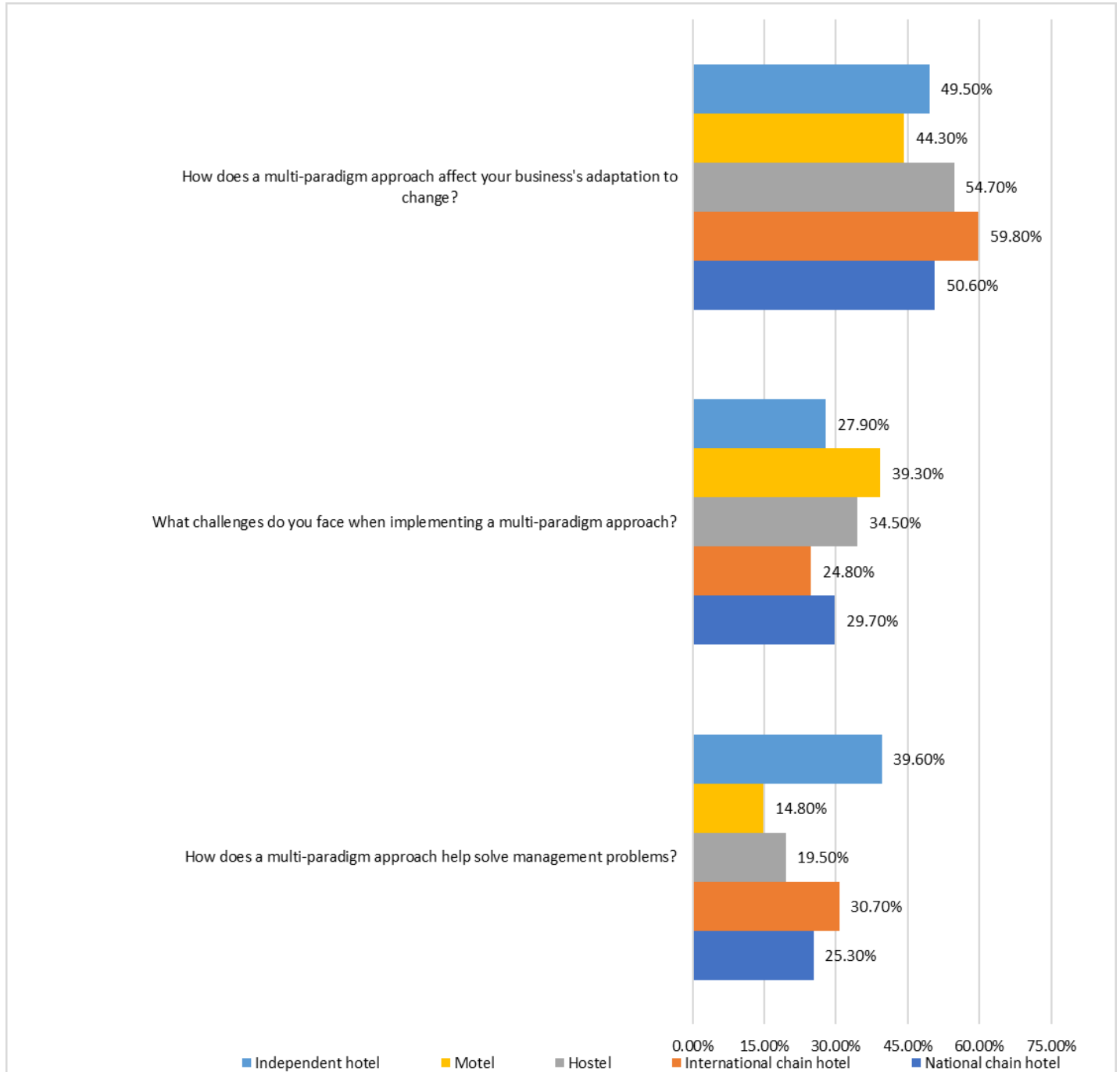
According to the data illustrated in figure 1, the predominant majority of respondents exhibit a marked inclination toward classical and systems-based management paradigms, indicating a persistent institutional preference for methodologically grounded, rationally structured models of administrative governance within the hospitality sector.

The analysis of the data visualized in figure 2 reveals a pronounced polyvalence in the degrees and configurations of implementation of the multiparadigmatic approach across various hospitality establishments, reflecting their internal morphological heterogeneity and the pluralism of managerial dispositions employed. Of particular note is the observation that the highest proportion of respondents within the category “Ensures flexibility in decision-making” is concentrated among independent hotels (39,6 %), signifying their institutional capacity for situational plasticity under conditions of market turbulence.

Conversely, hotels affiliated with national chains demonstrate a preference for the paradigm of “Comprehensive situation analysis” (34,2 %), which likely correlates with their high degree of structural centralization, bureaucratic complexity, and multilayered organizational hierarchy. In the process of diagnosing institutional barriers accompanying the implementation of the multiparadigmatic approach, the factor of “Employee resistance to change” was identified as the most prevalent obstacle - most prominently manifested within the independent hotel segment (39,4 %), where the staffing structure tends to be less formalized and more loosely regulated in comparison to networked entities.

Simultaneously, motels (39,3 %) and hostels (34,5 %) more frequently report “Difficulties in integrating diverse management approaches”, a trend likely attributable to their constrained resource bases and fragmented levels of organizational maturity.

Within the framework of evaluating the impact of the multiparadigmatic approach on the adaptive potential of business entities, it was established that primary emphasis is placed on “Rapid responsiveness to change,” which proves to be conceptually critical for international hotel chains (59,8 %) and independent hotels (49,5 %), thereby evidencing their strategic orientation toward operational efficiency and dynamic resilience.



**Figure 2.** Assessing the Role of a Multiparadigm Approach in Developing Management Strategies Across Hospitality Establishment Categories

The analytical extrapolation of the empirical data unequivocally underscores the critical significance of a multiparadigmatic discourse in the strategic governance of hospitality institutions, particularly with regard to their capacity for intensive adaptability amidst dynamic environmental transformations and the activation of innovative potential. Despite the persistent phenomenology of perceptual frustration engendered by institutional inertia and the gnoseological invariance of personnel, there remains an imperative exigency for the intensification of intrasubjective paideutic practices and reflexive-communicative matrices in the process of approximating neo-innovative manifestations of managerial conceptuality; the extrapolation of data from table 2 reveals a singular bipolarity in the deployment of adaptive and heuristically-protective paradigms within the dichotomous topology of hotel structures: 85,2 % of informants from the autonomous segment articulate



service polyvalence as the dominant stratagem, concomitant with an 80,1 % level of techno-integration and 88,9 % resource rationalization, whereas institutions affiliated with transnational hyperstructures exhibit a 66,7 % prioritization of techno-innovative modality, albeit dispositionally attenuating service multiplicativity (75 %) in alignment with a strategic adhesion to conventionalized, operationally standardized archetypes. Parallel to this, a less pronounced adoption of resource optimization strategies (61 %) is likely attributable to the scale of operations, where cost efficiency is attained through economies of scale rather than localized resource rationalization. In the realm of adaptive mechanisms, hostels and motels demonstrate congruent behavioral patterns, with a prevailing emphasis on resource rationalization (80 % for hostels, 74 % for motels), indicative of their strategic intent to maximize the utility of available assets in a highly competitive environment. Furthermore, a significant proportion of respondents - 69,7 % of motels and 64 % of hostels - reported active engagement with technological innovations, thereby reinforcing their focus on the modernization of service interfaces aimed at enhancing the customer experience.

With respect to innovation strategies, the most prevalent practice is the implementation of process automation - specifically, the integration of chatbots and CRM systems - recorded among 80,2 % of independent hotels and 69,7 % of motels. This reflects a drive to curtail personnel costs while maintaining, or even enhancing, service quality. Marketing innovations, encompassing digital strategies and personalized advertising, also play a critical role for independent hotels (73,9 %) and hostels (72 %), facilitating targeted market penetration and brand recognition through contemporary promotional channels. Organizational transformations - such as the adoption of flexible work schedules and decentralized management structures - are particularly pertinent for motels (74 %) and hostels (72 %), enabling agile responses to fluctuations in demand and a reduction in transactional overhead. At the same time, the relatively limited prevalence of experimental managerial innovations and specialized solutions points to a certain degree of conservatism in strategic thinking across all categories of hospitality establishments.

**Table 2.** Analysis of Adaptation Strategies and Innovative Solutions in Hospitality Establishments by Ownership Type, %

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

Analysis of the efficacy of adaptation strategies and the implementation of innovative solutions within the framework of a multiparadigmatic approach reveals variable evaluative metrics contingent upon the typology of the establishment. Entities belonging to international hotel conglomerates predominantly classify the implemented innovations as “highly effective” (50 %), reflecting a pronounced degree of success in their adaptive stratagems. This tendency is plausibly attributable to their extensive resource endowment and the globalized architecture of their operational activities, which ensures heightened sensitivity to fluctuations in the external environment. Independent hotel units similarly demonstrate an elevated proportion of indicators within the “highly effective” category (45 %), signifying a relatively successful integration of innovative potential despite objectively lower levels of resource availability compared to global networks, likely determined by structural limitations in investment and human capital reserves.

Conversely, hostels and motels exhibit a more cautious stance in appraising adaptive models, with a predominance of neutral respondent feedback, which may be interpreted as indicative of partial dysfunctionality in the implemented transformational mechanisms or deficiencies in adaptive algorithms, particularly salient under conditions of resource scarcity and the specific institutional context of their operations. Regarding the innovation vector, it is noteworthy that there is widespread activation in the deployment of technotronic novelties, notably digitized booking platforms, automated communication interfaces (chatbots), and mobile applications. Within this context, international hotel structures occupy a leading position (80 %), explained by their institutional capacity to invest in techno-technological resources aimed at optimizing operational efficiency and enhancing competitive resilience.

Independent hotels and representatives of national networks concentrate their innovative activities predominantly in the realm of marketing transformations (70 % and 65 %, respectively), underscoring the significance of digitalized strategies, individualized advertising policies, and reputational branding as instruments

for consumer engagement and the maintenance of differentiated competitive advantages. In contrast, hostels and motels manifest a high degree of non-technological innovations, incorporating ecological initiatives and modifications in organizational structure, likely inspired by the imperative to rationalize costs and adapt to turbulent market environments under conditions of resource constraint (table 3).

**Table 3.** Analysis of the Effectiveness of Adaptation Strategies and Innovative Solutions in the Hotel Sector

Hotel type		Evaluating the efficacy of adaptive strategies and the implementation of innovative solutions	Categories of innovations currently undergoing implementation
National hotel	chain	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 hotel	chain	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 %)

Various categories of hotel establishments exhibit significant differences in innovative strategies, which correlate with their unique structural needs, financial dispositions, and exogenous market conditions. Such divergence in approaches underscores the importance of a polysemantic methodology in optimizing strategic adaptability and fostering the evolution of innovative initiatives within the hospitality sector. The explication of survey data allows for the identification of fundamental catalysts driving innovation in the hospitality industry. The principal catalysts driving transformational renewal encompass the intensification of competitive pressures, the transcendence of evolving consumer expectations, and the dual imperative of maximizing profitability concomitant with the minimization of operational expenditures. Establishments integrated within international hotel chains manifest a marked proclivity toward responsiveness to competitive dynamics (90 %) and the evolution of client preferences (80 %), thereby evidencing a heightened strategic acuity in navigating market volatility. In stark contrast, hostels and motels demonstrate a comparatively attenuated reliance on these determinants, a divergence plausibly explicable by the idiosyncratic attributes inherent to their distinct market segments.

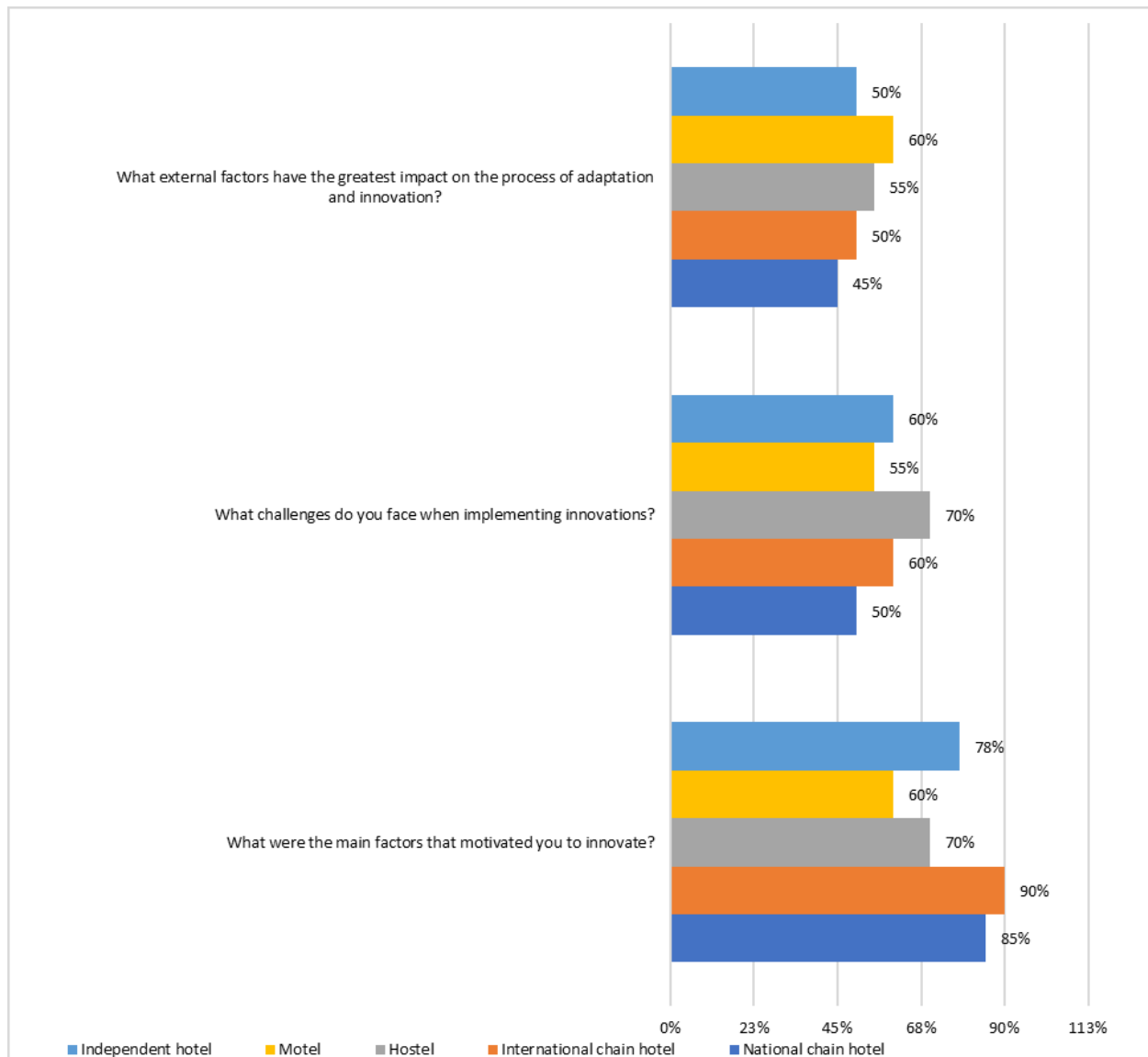
In the context of obstacles accompanying the implementation of innovations, the most prevalent are excessively high costs of adopting cutting-edge technologies, resistance from staff, and a deficit of resources, including temporal and financial constraints. Hostels and motels additionally face a lack of specialized knowledge and competencies among their employees, which limits their potential for integrating innovative solutions. Exogenous factors, such as regulatory changes and economic volatility, also exert a substantial impact on the innovation process. For motels and hostels, economic factors play a decisive role due to the necessity of swiftly adapting to financial fluctuations.

Thus, large-scale international hotel complexes demonstrate an elevated capacity for effectively

implementing innovative strategies, owing to their substantial resource reserves and highly qualified personnel. Meanwhile, hostels and motels, given their specific constraints, encounter numerous challenges in adapting and integrating advanced technological and strategic initiatives (figure 3).

SWOT analysis constitutes a conceptual and methodological tool enabling the identification of key endogenous and exogenous determinants that establish the deterministic foundation for strategic adaptation and the implementation of innovations in the hospitality sector. This facilitates the systematization of relevant factors to enhance strategic productivity and competitiveness. The category of strengths represents the integration of competitive advantages within the industry, including the adoption of advanced technological solutions such as automated management systems, mobile software tools, and artificial intelligence algorithms aimed at optimizing operational efficiency. Moreover, the high level of customer loyalty, driven by the dynamic adaptation of services to shifting client expectations, serves as a catalyst for reinforcing market positions.

Simultaneously, weaknesses illustrate specific constraints in the implementation of innovative strategies. Chief among these are the scarcity of financial, human, and temporal resources, which create significant barriers to innovative progress. Moreover, the insufficiency of personnel qualifications, exacerbated by entrenched institutional resistance to innovation, significantly undermines the efficacy of innovation-driven initiatives. From an opportunity-oriented perspective, the escalating demand for innovative services emerges as a dominant vector, propelled by the continuous evolution of consumer expectations and the exponential advancement of digital technologies. The proliferation of digital instruments engenders a conducive environment for the transformational reconfiguration of business processes, while the embracement of ecological imperatives fosters the cultivation of a socially responsible corporate identity - an attribute that substantively augments the enterprise's competitive positioning.



**Figure 3.** Analysis of innovation factors, challenges, and external influences in hospitality establishments across various ownership types

Conversely, threats accompanying innovative development exert a disruptive impact on the adaptive potential of the hospitality industry. The intensification of competitive dynamics necessitates rapid adaptation to change, whereas frequent legislative modifications can complicate the regulatory landscape. Furthermore, economic instability significantly hampers the attraction of investment resources, thereby limiting the strategic development and innovative renewal potential within the sector (table 4).

Table 4. SWOT Analysis of Adaptation Strategies and Innovation Approaches in the Hospitality Industry	
Strengths	Weaknesses
1) The integration of sophisticated technological innovations - encompassing automated reservation systems, conversational agents (chatbots), mobile applications, and the strategic utilization of artificial intelligence - constitutes a pivotal vector for the substantial enhancement of operational efficacy and the optimization of service delivery frameworks.	1) A pronounced deficiency in critical resources - encompassing financial assets, temporal bandwidth, and qualified human capital - significantly impedes the execution of innovative strategic initiatives, with this constraint being particularly acute within the hostel and motel segments of the hospitality sector.
2) The cultivation of elevated customer loyalty, achieved through the strategic adaptation of business processes to the dynamic trajectory of consumer preferences, constitutes a critical foundation for the development of enduring client relationships and sustained brand allegiance.	2) Inadequate staff qualifications constitute a substantial impediment to the assimilation of complex technological and organisational innovations, thereby constraining the transformative capacity of hospitality enterprises.
3) The sustained preeminence of international hotel chains is underpinned by their strategic adaptability and their capacity to engage in effective competitive practices within the complexities of the global hospitality marketplace.	3) Employee resistance to organisational change frequently emanates from an inherent aversion to innovation, coupled with a predilection for entrenched traditional business models and established operational paradigms.
Opportunities	Threats
1) The growing demand for innovative services, driven by the evolution of consumer preferences and their interest in utilizing modern digital tools and personalized offerings.	1) The escalating demand for innovative services is principally propelled by the continuous evolution of consumer preferences, alongside an increasing proclivity for engagement with advanced digital technologies and tailored, personalized offerings.
2) The expansion of digital solutions, including online platforms and automated management systems, opens new avenues for optimizing business operations.	2) Persistent fluctuations in legislative frameworks may engender complex regulatory impediments, consequently obstructing the assimilation of avant-garde strategic initiatives.
3) The ascending salience of environmental initiatives engenders the cultivation of competitive advantages while concurrently fostering the construction of a brand identity grounded in ecological responsibility.	3) Economic volatility markedly undermines the sector's appeal to prospective investors and concomitantly constrains access to external capital necessary for the financing of innovative undertakings.

The analysis accentuates the unequivocal necessity of formulating a holistic strategy that synergistically amalgamates the attenuation of endogenous deficiencies through the intensification of human capital instrumentation, the deliberate accumulation of resource potential, and the cultivation of adaptive readiness in response to transformational exigencies. Concurrently, strategic interventions must envisage the maximization of advantageous exogenous conjunctures while concurrently counteracting risk-inducing determinants within the context of the markedly volatile and hyper-competitive hospitality domain.

## DISCUSSION

On the basis of empirically substantiated data and their subsequent analytical extrapolation, it becomes feasible to articulate a series of conceptually consequential theoretical postulates and praxis-oriented implications concerning the implementation of a multiparadigmatic approach to managerial praxis within the hospitality sector. Primarily, the structural-institutional morphology of the hospitality market is determined predominantly by the prevalence of small-scale entrepreneurial entities, particularly autonomous hotel enterprises, which collectively embody the architectural configuration of the industry as a whole.

This empirical observation underscores the epistemological importance of formulating adaptive managerial mechanisms and endorsing innovation-driven strategic schemes that are crucial for sustaining competitive viability - especially in the domain of small and medium enterprises, which inherently possess greater operational elasticity in response to environmental volatility. Due to the dynamic nature of the external environment, where a market economy drives increasing competition, the management of each hotel or lodging establishment strives to enhance its performance, service quality, and overall competitiveness. To achieve this, strategic management employs a range of tools that yield both subjective and objective results, which in turn contribute

to improving the organization's competitive position. Competitiveness is a crucial factor in ensuring a hotel's survival during financial and economic crises, as well as its subsequent effective development. A wide range of factors influence a hotel's competitiveness, determining its ability to operate successfully under current market conditions.

Accordingly, the institutional support of innovation deployment across all typological segments of the hotel industry is of paramount significance, serving as a system-generative element in fostering adaptive resilience amidst exogenous market shifts. This imperative not only stabilizes operational performance but also enhances its overall efficacy. Consequently, the elaboration of meticulously calibrated adaptive-innovative strategic constructs - interweaving the epistemological tenets of a multiparadigmatic framework, the assimilation of state-of-the-art technological modalities, and the operationalization of high-order managerial metacompetencies within the ambit of transformational praxis - emerges as a pivotal determinant in the sustained preservation of competitive equilibrium within an increasingly volatile and exigency-driven market milieu.

Carvalho et al.<sup>(42)</sup> claim that Adaptive Hospitality is a disruptive idea that is redefining the hotel sector to satisfy the changing needs of modern tourists. This trend extends beyond the typical scope of hotel amenities, incorporating multifunctional facilities that appeal to all parts of a guest's existence, such as work, wellness, social interaction, and community involvement. Its relevance stems from its capacity to provide a complete experience, with each visit serving as more than simply a place to rest but an opportunity to enhance one's life. The need of adopting this paradigm of Adaptive Hospitality, in fact, becomes evident also from our findings.

Our findings are consistent with Singh and Kumar's<sup>(43)</sup> study, which emphasizes the need of organizational innovation and adaptation for the hotel and tourism sectors in an increasingly unpredictable global setting. This research investigates how dynamic skills, innovative thinking, and strategic leadership may help firms across sectors become more resilient. It addresses the role of organizational resilience in addressing challenges such as environmental unpredictability, economic instability, and technological change, based on current research. Singh and Kumar also underline the need of promoting adaptable techniques and entrepreneurial attitudes that allow organizations to survive and thrive during times of crises.

It is essential to underscore that our empirical findings are congruent with the conclusions of Zahidi et al.,<sup>(44)</sup> who analytically substantiate that artificial intelligence constitutes a catalytic factor in the optimization of operational processes, the enhancement of personalized client services, and the assurance of heightened institutional security in the hospitality industry.

In this vein, it is also advisable to note the article by Budianto et al.<sup>(45)</sup>, the conclusions of which are also fitting our findings. According to the authors, the integration of AI and 5G technology is causing a huge revolution in the hotel business. This new paradigm is defined by innovative services and experiences enabled by technology breakthroughs. AI is being incorporated into hospitality services, transforming the sector, notably by improving the efficiency and efficacy of visitor interactions and back-end processes.

Our results also reaffirm the imperative of advancing employee competencies as a prerequisite for the effective integration of AI-based technological solutions into the operational fabric of hospitality services. Key parameters influencing the assessment of a hotel enterprise's competitiveness include: the hotel's ability to offer consumers a hospitality product with more attractive features than those of competitors; the efficiency of the hotel's operations in the market, defined as the ratio of achieved market results to incurred costs; the market performance that enables the hotel to successfully develop in the long term and meet the needs of both owners and hired staff. Typically, a hotel enterprise's competitiveness is influenced by factors such as the competitiveness of the services provided, the hotel's financial condition, the effectiveness of its marketing strategy, business profitability, and the hotel's image among current and potential clients.

According to Kabangire and Korir,<sup>(7)</sup> anti-crisis management specifically for a hotel is a system of principles and methods used by hotel management to develop, implement, and execute a set of special managerial decisions aimed at preventing and overcoming crisis situations in the hotel, as well as minimizing their negative consequences by adapting all hotel operations to the changed economic conditions.

Strategic planning enables an enterprise to become more competitive and resilient in the market. Justifying and selecting a strategy requires an interconnected examination and thorough analysis of the organization's goals, the opportunities provided by the external environment, as well as the organization's internal potential and strengths. Development strategy is always chosen based on specific criteria, the prioritization of which should be carried out by the organization's leadership. The various strategies employed by companies are, in fact, modifications of a small number of fundamental strategies. Each of these strategies yields positive results only under certain environmental conditions and in the presence of favorable circumstances. A basic competitive strategy is a concept that defines the type of advantage a company has over its competitors and the area in which this advantage is realized.

## CONCLUSIONS

Thus, the summary of efficacy patterns inherent in new approaches applied in hospitality sector, namely the utilisation of a multiparadigmatic methodology, shows that the hotel services market can be defined as



a socio-economic phenomenon that brings together supply and demand to facilitate the buying and selling of hotel products at a specific time and place. The hotel services market is characterized by the presence of participants, which include hotel enterprises and consumers of hotel services. The modern development of the hotel services market is impossible without a comprehensive study, systematization, and classification of its structure.

The investigation also reveals that the technological embedding within managerial paradigms - as a mechanism of organizational plasticity - assumes a pivotal role in the modernization of business models in the hospitality domain. This necessitates a continuous revision of traditional managerial mechanisms in favor of innovation-driven, adaptively resonant strategies capable of meeting the exigencies of an unpredictable market environment.

From an applied perspective, the present study emerges as a methodologically significant resource that may serve as a heuristic foundation for the development and implementation of adaptive management schemes and techno-innovative approaches in hotel management. Such an intellectual substrate not only facilitates the transformation of management paradigms but also accumulates potential for subsequent scholarly extrapolations in the direction of stratified analysis of innovation strategies within the context of a post-industrial market.

Future scholarly elaboration within the discourse of hospitality business management ought to focus on a rigorous analysis of the influence exerted by a multiparadigmatic approach on the parameters of innovativeness and adaptability across diverse types of hotel establishments. Particular attention should be devoted to the empirical investigation of the integrative effect of technological distinctives - such as algorithmization, artificial intelligence, and automated management systems - on the efficiency of organizational configuration and the capacity of institutions to respond proactively to external challenges.

Simultaneously, the multilayered nature of sociocultural and economic dimensions in managerial decision-making must not be overlooked, thereby necessitating an interdisciplinary framework for analyzing the prospects of integrating flexible strategies and techno-innovations into the functional matrix of the hospitality enterprise.

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