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АКТУАЛЬНІ ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ ІНДУСТРІЇ ГОСТИННОСТІ І КРАФТОВИХ ВИРОБНИЦТВ

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Актуальні проблеми та перспективи розвитку індустрії гостинності і крафтових виробництв: І Міжнародна науково-практична конференція, присвячена 95-річчю заснування Харківського національного економічного університету імені Семена Кузнеця, 20 листопада 2025 р. : [тези] / за загал. редак. О. Ю. Давидової [та ін.]. – Харків : ХНЕУ ім. С. Кузнеця, 2025. – 742 с.

Збірник містить тези доповідей із сучасних тенденцій та стратегій розвитку готельно-ресторанного бізнесу, туризму і крафтових технологій в умовах глобалізації, інноваційних аспектів розвитку харчових технологій та обладнання для готельно-ресторанного бізнесу, а також розглянуто питання з економіки та управління в умовах глобалізації.

Збірник розраховано на наукових і практичних працівників, викладачів вищої школи, аспірантів, магістрантів і студентів вищих навчальних закладів, що здійснюють підготовку фахівців для готельного, ресторанного господарства, туризму, харчової та переробної промисловості, торгівлі, економіки та підприємництва.

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DIGITAL TRANSFORMATION OF THE HOTEL AND RESTAURANT INDUSTRY: SHIFT FROM SERVICE TO EXPERIENCE ECOSYSTEM

Introduction. In the context of a new economic reality marked by hypercompetition – not only among traditional players but also from digital platforms, aggregators, and alternative business models – digital transformation has firmly established itself as a strategic imperative for the survival and long-term prosperity of the hotel and restaurant industry. A fundamental shift in consumer values is now underway: today's customer demands not merely a service, but a holistic and authentic experience, where sustainability, safety, and personalised attention play a crucial role. Global catalysts, most notably the COVID-19 pandemic, have acted as powerful accelerators, forcing the industry to radically and rapidly rethink its approaches. It has triggered an exponential surge in digitalization, transforming what was once considered innovation into a baseline expectation.

On the Ukrainian market, technological advancement has become a versatile asset. It supports business operations during crises and plays a key role in attracting foreign investment, as transparent digital processes signal reliability and growth potential. It's also essential for integration into the European digital space, requiring compatibility with global payment systems (GDS) platforms. Additionally, technology appeals to modern travellers – digital nomads and “bleisure” tourists – seeking flexible, tech-enabled spaces to stay, work, and unwind.

From Service to Experience Ecosystem. Thus, it is essential to analyse the shift – from a transactional service model to creating an intelligent, data-driven experience ecosystem. Within this ecosystem, success is no longer measured solely by the volume of services, but by customer lifetime value and loyalty [1].

Next-Level Personalisation: Predictive Insights and Data Ethics. A central vector of today's transformation is the shift from basic personalisation – based on past transactions – to predictive personalisation, driven by forward-looking insights. It means that systems no longer merely react to a customer's previous actions, but by leveraging advanced machine learning algorithms and analysing thousands of data points, anticipate future needs and unspoken desires.

For example, leading hotel chains are already implementing Dynamic Guest Journey Mapping, which analyses booking history, website behaviour, interactions with marketing materials, and contextual data. It transforms them from reactive service providers into proactive curators of personalised experiences.

Naturally, such an advanced level of data collection raises critical ethical concerns. That's why the "privacy-by-design" approach becomes essential – requiring businesses to formally comply with General Data Protection Regulation (GDPR) regulations and build transparent data management systems. In these systems, guests maintain autonomy over their data preferences and clearly understand the value they receive in exchange for their trust [2].

Seamless Technologies and the Digital Twin of Operations. The shift towards customised forecasts for hospitality and restaurant markets is on the heels of convergent technologies, which have moved from necessity to commonplace for unmatched convenience and operational perfection.

Digital keys on smartphones, online check-in, biometric identification for service access, and mobile ordering are no longer innovations – they are expected norms. Yet the actual value of seamless technologies lies in their ability to generate vast streams of real-time operational data.

For example, digital keys track guest entry and exit times, as well as their movement patterns, allow for the optimisation of cleaning routines and staff assignments. Ordering systems work with inventory management, streamlining the procurement process and reducing waste.

As a result, hospitality businesses create a fully functional Digital Twin of their operations – a virtual model that allows management to test hypotheses, forecast

bottlenecks, and make instant, data-driven decisions. It leads to significant cost reductions and enhanced efficiency.

Unified Commerce: Integration of Services and Partnerships. In parallel, the concept of omnichannel interaction is evolving into a more comprehensive model of Unified Commerce. It entails the integration of all points of sale and engagement – room inventory, spa centre, restaurant network, souvenir shop, Meetings, Incentives, Conferences and Exhibitions (MICE) services, and even online culinary courses – into a single seamless platform with a centralised customer profile. Moreover, this ecosystem extends beyond the establishment, incorporating trusted external partners such as taxi services, tour agencies, and theatres. As a result, the venue becomes a one-stop gateway for organising the guests' leisure experience, generating ancillary revenue and deepening customer insight into their total spending.

ESG as a Strategy of Digital Responsibility. As a result of implementing these processes in the operations of hotel and restaurant businesses, sustainable development is increasingly shifting into the strategic domain of Environmental, Social and Governance (ESG). This transition is becoming critical for brand reputation, attracting corporate clients with strict ESG requirements, and gaining access to capital.

Digital tools make this process measurable and transparent. IoT sensors provide verified electricity and water savings data, while logistics software tracks the entire food supply chain. These data become a powerful tool for marketing and storytelling, enabling establishments to showcase their environmental contributions to guests in real time. Moreover, digitalization strengthens the social and governance components: platforms for staff training and well-being assessments that enhance working conditions, and blockchain solutions can ensure complete transparency of financial transactions and data management – reinforcing trust among investors and clients.

Tech Stack: From CRM to Prescriptive Analytics. The foundation for implementing such aggressive, data-driven strategies is the cooperation of advanced digital tools forming an overall technological basis, commonly described as a “tech stack”. Its value lies not in separate applications but in their holistic combination using API interfaces, ensuring effortless real-time data exchange. While current cloud-based

PMS and CRM solutions embody the low level that sustains activity performance and direct customer contact, using Customer Data Platforms (CDP) is the next strategically significant element. CDP is an exponentially more powerful engine than CRM, mainly with acknowledged information about recognised clients. It can gather and consolidate data from all touchpoints, identifying the same user on various devices.

AI-Powered Revenue Management and Prescriptive Analytics. Revenue Management Systems (RMS) powered by artificial intelligence are crucial in maximising profitability. They go far beyond simple competitor price monitoring. Modern RMS analyses dozens of external and internal factors – flight schedules, weather, local events, search query trends, booking and cancellation rates – to adjust pricing for each room category and sales channel in real time.

At the highest level of the tech stack is prescriptive analytics, enabled by advanced Business Intelligence (BI) platforms. This method goes beyond merely predicting future scenarios – it actively advises on precise, high-impact steps to reach strategic objectives. For instance, rather than simply proposing a targeted email promotion offering a SPA discount to a defined customer group, the system delivers much more nuanced guidance. It will determine the ideal time to send the message, propose the optimal discount size to maximise conversion without harming margins, recommend the best communication channel (email, push notification, or SMS) for each subsegment, and immediately calculate the expected ROI [3]. It leads to data democratisation: complex analytical insights become accessible to frontline managers as simple, actionable recommendations, enabling the development of a truly data-driven culture across the organisation.

Challenges of Digital Transformation: Human and Technical Factors. Digital transformation is while offering transformative opportunities but also with serious challenges. Often, the most significant obstacle is not technological but human and organisational. There is a critical talent shortage of next-generation specialists – data analysts, digital marketers, cybersecurity experts, and revenue managers who understand the specifics of the hospitality industry. Another major technical hurdle is the integration of outdated systems. Many businesses continue to rely on legacy

systems and siloed software solutions for reservations, accounting, and restaurant operations, which lack data interoperability. Bridging these isolated platforms into a cohesive system demands considerable financial investment.

Conclusion. In summary, digital transformation should not be seen as a one-off initiative confined by a fixed budget or timeline – it is a continuous process of strategic refinement and evolution. Rather than a short burst of activity, it resembles a marathon of continuous innovation marked by ongoing progress, where the true competitive edge stems not from the technology itself, but from the organisation's capacity for rapid learning and agile, iterative adaptation. It marks a fundamental shift from simply adopting technologies to building a resilient, nimble, and intelligent business model capable of anticipating change and responding instantly.

For Ukraine's HoReCa sector, which has already demonstrated its resilience and creativity, this is not merely a chance to catch up with global leaders – it is a historic opportunity to leapfrog several stages of evolution and immediately begin constructing next-generation business models. Strategic investment in digital infrastructure and human capital today can enable the industry to rebound and reinvent itself as a cutting-edge, globally competitive force in hospitality. This transformation would elevate it as a flagship of Ukraine's technological and economic resurgence – positioning Ukraine as a beacon of technological innovation and hospitality excellence.

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