


**FORMATION OF A BUSINESS IDEA FOR THE DEVELOPMENT OF HOSPITALITY  
INDUSTRY ENTERPRISES IN CRISIS CONDITIONS**

**Liudmila Batchenko<sup>A</sup>, Liliia Honchar<sup>B</sup>, Alina Poplavska<sup>C</sup>, Valentina Rusavska<sup>D</sup>,  
Iryna Holubets<sup>E</sup>, Valeriia Kovalenko<sup>F</sup>**



ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 28 December 2022</p> <p><b>Accepted</b> 28 February 2023</p>	<p><b>Purpose:</b> The aim of this study is to examine innovative business ideas to ensure the sustainable development of the hospitality industry through their practical implementation in the conditions of external challenges.</p> <p><b>Theoretical framework:</b> The object of the study is the enterprises of the hospitality industry of Ukraine.</p>
<p><b>Keywords:</b></p> <p>Hospitality Industry; Development; Hospitality Industry; Development Scenarios; Implementation of Business; Ideas at Hotel Industry; Enterprises.</p>	<p><b>Design/methodology/approach:</b> The research used methods of literary analysis, analysis of statistical data of financial and economic activity of hospitality enterprises and, based on the projection of the results of statistical analysis, modeling scenarios of the development of hospitality industry enterprises during the practical implementation of business. ideas proposed in the study.</p> <p><b>Findings:</b> Thus, as a result of the conducted research, it is planned to clarify the theoretical concepts of the definition of the concept of a business idea based on taking into account the specific features of the hospitality industry.</p>
	<p><b>Research, Practical &amp; Social implications:</b> A clearer definition of the concept of a business idea makes it possible to deepen the methods of developing business ideas that will be maximally adapted to the requirements and requests of the hospitality industry, in particular in the conditions of external challenges (quarantine), full-scale military aggression, a decrease in the standard of living and income of the population, etc.).</p> <p><b>Originality/value:</b> The value of the study is the analysis of the financial and economic activity of the hospitality industry allows to determine the set of factors affecting the processes of financial and economic development, to develop algorithms for modeling</p>

<sup>A</sup> Doctor of Economics, Department of Hotel and Restaurant and Tourist Business, Faculty of Hotel and Restaurant and Tourist Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [ludavi@meta.ua](mailto:ludavi@meta.ua) Orcid: <https://orcid.org/0000-0001-6975-5813>

<sup>B</sup> PhD in Economics, Department of Hotel and Restaurant and Tourist Business, Faculty of Hotel and Restaurant and Tourist Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [gloknukim@ukr.net](mailto:gloknukim@ukr.net) Orcid: <https://orcid.org/0000-0001-5621-0910>

<sup>C</sup> PhD in Cultural Studies, Head of the Department of Hotel and Restaurant and Tourism Business, Faculty of Hotel and Restaurant and Tourist Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [alinakv1@gmail.com](mailto:alinakv1@gmail.com) Orcid: <https://orcid.org/0000-0002-9414-558X>

<sup>D</sup> Candidate of Historical Sciences, Department of Hotel and Restaurant and Tourist Business, Faculty of Hotel and Restaurant and Tourist Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [rusavska1@gmail.com](mailto:rusavska1@gmail.com) Orcid: <https://orcid.org/0000-0002-2741-6597>

<sup>E</sup> Candidate of Culturology, Department of Hotel and Restaurant and Tourist Business, Faculty of Hotel and Restaurant and Tourist Business, Private Higher Educational Establishment "Kyiv University of Culture", Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [irunagolubets@ukr.net](mailto:irunagolubets@ukr.net) Orcid: <https://orcid.org/0000-0002-3491-0155>

<sup>F</sup> Assistant, Department of Hotel, Restaurant and Tourism Business, Faculty of Hotel and Restaurant and Tourist Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine, E-mail: [valeriakovalenko124@gmail.com](mailto:valeriakovalenko124@gmail.com) Orcid: <https://orcid.org/0000-0001-9990-0217>

trends in the development of the hospitality industry based on the development of development scenarios.

Doi: <https://doi.org/10.26668/businessreview/2023.v8i2.1541>

## FORMAÇÃO DE UMA IDÉIA COMERCIAL PARA O DESENVOLVIMENTO DE EMPRESAS DA INDÚSTRIA HOTELEIRA EM CONDIÇÕES DE CRISE

### RESUMO

**Objetivo:** O objetivo deste estudo é examinar idéias comerciais inovadoras para assegurar o desenvolvimento sustentável da indústria hoteleira através de sua implementação prática nas condições dos desafios externos.

**Estrutura teórica:** O objetivo do estudo são as empresas da indústria hoteleira da Ucrânia.

**Design/metodologia/abordagem:** A pesquisa utilizou métodos de análise literária, análise de dados estatísticos da atividade financeira e econômica das empresas de hospitalidade e, com base na projeção dos resultados da análise estatística, modelagem de cenários do desenvolvimento das empresas da indústria hoteleira durante a implementação prática dos negócios. idéias propostas no estudo.

**Conclusões:** Assim, como resultado da pesquisa conduzida, planeja-se esclarecer os conceitos teóricos da definição do conceito de idéia de negócio com base na consideração das características específicas da indústria hoteleira.

**Pesquisa, implicações práticas e sociais:** Uma definição mais clara do conceito de uma idéia de negócios permite aprofundar os métodos de desenvolvimento de idéias de negócios que serão maximamente adaptados às exigências e solicitações da indústria hoteleira, em particular nas condições de desafios externos (quarentena), agressão militar em escala real, diminuição do padrão de vida e da renda da população, etc.).

**Originalidade/valor:** O valor do estudo é a análise da atividade financeira e econômica da indústria hoteleira que permite determinar o conjunto de fatores que afetam os processos de desenvolvimento financeiro e econômico, para desenvolver algoritmos de modelagem de tendências no desenvolvimento da indústria hoteleira com base no desenvolvimento de cenários de desenvolvimento.

**Palavras-chave:** Desenvolvimento da Indústria Hoteleira, Cenários de Desenvolvimento da Indústria Hoteleira, Implementação de Idéias de Negócios em Empresas do Setor Hoteleiro.

## FORMACIÓN DE UNA IDEA DE NEGOCIO PARA EL DESARROLLO DE EMPRESAS DE HOSTELERÍA EN CONDICIONES DE CRISIS

### RESUMEN

**Objetivo:** El objetivo de este estudio es examinar ideas empresariales innovadoras para garantizar el desarrollo sostenible de la industria hostelera mediante su aplicación práctica en condiciones de desafíos externos.

**Marco teórico:** El objeto del estudio son las empresas del sector hostelero de Ucrania.

**Diseño/metodología/enfoque:** La investigación utilizó métodos de análisis literario, análisis de datos estadísticos de la actividad financiera y económica de las empresas de hostelería y, basándose en la proyección de los resultados del análisis estadístico, modelización de escenarios de desarrollo de las empresas de hostelería durante la aplicación práctica de las ideas de negocio propuestas en el estudio.

**Conclusiones:** Por lo tanto, como resultado de la investigación realizada, se prevé aclarar los conceptos teóricos de la definición del concepto de idea de negocio sobre la base de tener en cuenta las características específicas de la industria de la hospitalidad.

**Investigación, implicaciones prácticas y sociales:** Una definición más clara del concepto de idea de negocio permite profundizar en los métodos de desarrollo de ideas de negocio que se adapten al máximo a los requisitos y demandas de la industria de la hostelería, en particular en condiciones de desafíos externos (cuarentena), agresión militar a gran escala, disminución del nivel de vida y de los ingresos de la población, etc.).

**Originalidad/valor:** El valor del estudio es el análisis de la actividad financiera y económica de la industria de la hospitalidad permite determinar el conjunto de factores que afectan a los procesos de desarrollo financiero y económico, para desarrollar algoritmos para modelar las tendencias en el desarrollo de la industria de la hospitalidad basado en el desarrollo de escenarios de desarrollo.

**Palabras clave:** Desarrollo de la Industria Hotelera, Escenarios de Desarrollo de la Industria Hotelera, Aplicación de Ideas de Negocio en las Empresas Hoteleras.

## INTRODUCTION

The development of the hospitality industry has an important impact on the socio-economic development of the state. As the authors note, the public sector of finance is a component of the global economy and has responsible sectors for increasing revenues (Baa, R., & Chatteraj, A. K., 2022), in particular infrastructure. In the post-industrial society, the service sector, including the hospitality industry, reflects the standard of living and well-being of the population. Consider the fact that the hospitality industry has a high degree of commercialization and significant dependence on the influence of external environmental factors, it is useful to determine opportunities to ensure stable financial and economic development of hospitality enterprises. The impact of external factors on the development of the hospitality industry has led to a significant reduction in the main financial and economic indicators of hospitality enterprises since 2019, which was caused by quarantine restrictions, and subsequently to a reduction in the indicators of the Ukrainian market for the provision of hotel services due to full-scale military aggression. Therefore, the article examines ways of introducing innovative business ideas in the field of hospitality with the purpose to restore pre-crisis indicators of financial and economic activity and ensure further stable development.

Therefore, the purpose of the article is to develop an algorithm for the implementation of business ideas aimed at the development of the hospitality industry in the conditions of external challenges. In accordance with the purpose of the research, the following tasks are solved:

- clarification of the concept of a business idea, everything being equal the specifics of their implementation in the hospitality industry,
- determination of the algorithm for implementing a business idea at hospitality enterprises,
- analysis of the current state of financial and economic activity of the hospitality industry, with the determination of requests for the implementation of business ideas,
- projection of the hospitality industry development trend in terms of external challenges and industry development prospects for modeling scenarios of the impact of the implemented business idea on the results of the financial and economic activities of hospitality industry enterprises to determine the practical value of the developed proposals.

## LITERATURA REVIEW

It is appropriate to analyze the influence of external factors on the development of the hospitality industry. In particular, the hospitality industry has become one of the most affected in the world. In particular, in the period from 2019 to 2021, the volume of hotel services decreased by 44%. The countries, which were the most affected by the coronavirus and those countries with the most stringent quarantines, have experienced the greatest losses in the hospitality industry. Scientists examined and analyzed the effectiveness of employees during the Covid-19 pandemic, in particular, they considered working at home (Susanto, Y., Gunadi, Wicaksono, A., Murliasari, R., & Sampe, F., 2022).

In particular, the coronavirus pandemic caused an economic crisis in India, one of the most densely populated and most affected by the pandemic countries in the world. Among the most affected industries of the economy in India are the tourism and hospitality industries. Among the strategies that are recommended for business recovery after the consequences of the pandemic, the implementation of numerous business ideas is considered (Choi, M. and Choi, Y., 2021; Sujood, Hamid, S. and Bano, N., 2022)

It was determined that the countries where the tourism and hospitality industry had the largest share in the structure of the country's GDP suffered the greatest losses as a result of the pandemic. Accordingly, one of the proposals developed by the authors to ensure the further development of the hospitality industry was the introduction of innovative business ideas that could respond to market demands. One of the elements of ensuring the implementation of innovative business ideas in the hospitality industry was the analysis of stakeholders - the environment of the hotel industry. In particular, specific priorities of customers, guests, staff, authorities, suppliers, and local communities were determined to ensure the stability of the hospitality industry, as well as mechanisms for overcoming crisis phenomena. As a result of the research, it was proposed to develop separate aspects of strategic partnership for the introduction of innovative ideas into the hotel business (Choi, M. and Choi, Y., 2021; Sujood, Hamid, S. and Bano, N., 2022; Siti-Nabiha, A.K., Nordin, N. and Poh, B.K., 2021).

In the conditions of the development of digital technologies, the role of social networks and business positioning in the Internet space was separately analyzed. Today, it is impossible to attract the attention of customers only with offline advertising, the presence of a brand or retention mechanisms. Customers should be able to get all the necessary information online, place an order, leave feedback, etc. It is interesting to develop innovative business ideas for creating advertising campaigns based on storytelling (O'Gorman, K.D. and Gillespie, C., 2010). To implement the concepts of presence in social networks and effective social media marketing,

it is necessary to train staff and motivate the team to actively position the institution in social networks (both official and personal, as well as protect the image of the institution in the Internet space). (Kleefstra, A., Altan, M. and Stoffers, J., 2020). Therefore, a separate issue of the study is the formation of an effective team capable of introducing innovative business ideas into the system of development and minimization of negative external influences in the hospitality industry (Chang, C. and Werther, S., 2021; Beck, R. and Harter, J., 2014; Fuller, R. and Shikaloff, N., 2016; Carlbäck, M., 2022). In particular, based on research, basic approaches have been identified that indicate the readiness of hospitality industry enterprises to implement innovations:

- an effective management system of a hotel business enterprise,
- a motivated team, whose members have professional skills for introducing innovations into the operational activities of the hotel enterprise,
- creation of an organizational and hierarchical structure for the implementation of innovations at hotel enterprises,
- understanding the place and role of innovative business ideas in ensuring the sustainable development of enterprises in the hospitality industry and minimizing the negative effects of external factors.

Because of the factors of external influence on the development of the hospitality industry, it is appropriate to consideration of the formation of systemic approaches to overcoming the crisis. In particular, the proposal to implement business performance assessment indicators through the introduction of innovations in the hospitality industry is interesting. As a result of a study of the effectiveness of such a model at hospitality enterprises in Malaysia by surveying more than two hundred respondents, it was determined that information and communication technologies, which can be aimed at ensuring external communications, building an internal organizational structure, and internal communications, have a decisive contribution to promoting innovation in the service sector the team that provides operational activities, technologies that can be used in the management processes of enterprises in the field of hospitality. This approach forms a comprehensive basis for increasing the productivity of hotel enterprises and is oriented towards meeting the needs of customers, which is of great importance in the conditions of high competition and service orientation of this type of business (Ul Hameed et.al, 2022).

The complexity of approaches to the implementation of innovative business ideas in the hospitality industry should be considered from the point of view of the element of sustainable development (Yang, M., Luu, T.T. & Qian, D., 2022). In the conditions of economic crises and

new global challenges, one of the tasks of business development is to ensure its sustainability. The concept of sustainable development of the UN, in particular, defines the issue of sustainable consumption and continuous economic growth. These issues are very relevant for the development of the hospitality industry. It is appropriate to determine that the service sector is particularly vulnerable to the needs of the world's population, which are constantly growing. In particular, it is a well-known fact that when a person satisfies one need, another arises. If industrial or agricultural production is often limited by resources for increasing ways to meet the ever-growing needs of the global population. The hospitality industry, since the industry is related to the specifics of service provision, continues to expand its services, their quality, of service, attracting resources for their implementation. Most of these resources are related to natural resources, since the hospitality sector, as an element of the tourism business, has the largest profits due to rest and recreation. Hence, natural resources are crucial in the hospitality industry. The limitation of natural resources and their exhaustion form additional requirements for the introduction of innovative business ideas in the hospitality industry, which are related to the processes of ensuring sustainable development at the global level by rationalizing the use of resources. Creation of conditions for their recovery, etc. (Jones, P., Hillier, D. & Comfort, D., 2016).

An interesting proposal is (Rengel, J. E.V., Babb, J.W. & Flohr, T.M., 2019; Brooker, E., et al., 2012) the application of a project management system to solve the requests of the hospitality industry in the conditions of external challenges. Innovative business ideas can be considered as projects, as they correspond to the main specific characteristics of project activity:

- uniqueness,
- limited terms of implementation,
- clear regulations of implementation.

At the same time, it is determined in the study (Rengel J., et al., 2019) the sustainability factor as a basic requirement for the implementation of project management and business ideas in the field of hospitality. The sustainability processes of the hospitality industry determine the relevance of innovative business ideas to external challenges.

It is important to note that the sustainable development of the hospitality industry has a positive impact not only on direct entrepreneurial activity, the implementation of business ideas aimed at ensuring the sustainable development of the hotel industry contributes to the sustainable development of the territories where the analyzed enterprises are located, which has an important socio-economic significance (Shokhnekh, A.V., et al, 2019).

So, based on the research analysis (Jalilvand, M.R., 2017; Kalargyrou, V. & Costen, W., 2017; Fissi, S., Romolini, A. & Gori, E., 2020) of research by leading scientists, who were devoted to the issue of introducing business ideas into the hospitality industry in order to overcome external challenges, the main requirements for the formation of methodological approaches to solving this problem were determined:

- ensuring the economic efficiency of the proposed innovations,
- the formation of innovative approaches to the recovery of the industry from the crisis in the conditions of quarantine restrictions and military aggression,
- search for ways to increase the investment attractiveness of hospitality industry enterprises, as well as increase the investment attractiveness of territories where hospitality industry enterprises are located,
- ensuring the sustainable development of hospitality industry enterprises, which will minimize financial and economic losses from possible future crisis situations,
- the application of information and communication strategies, which are important in the conditions of the development of a digital society,
- the complexity and systematizing of approaches to the development of innovative business ideas for the development of enterprises in the hospitality industry.

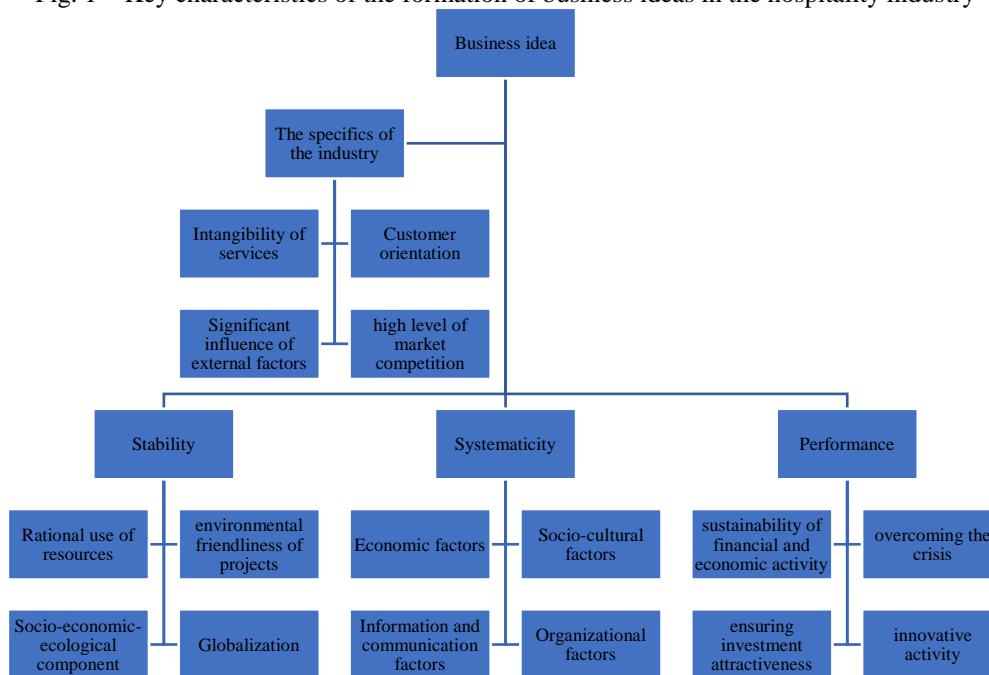
## **METHODOLOGY**

To conduct the research, the methods of literary analysis were used, as a result of which the best practices of implementing innovative business ideas and the results of scientific research were analyzed, which made it possible to highlight the requirements for the development of business ideas for their maximum effective result when implemented in the field of hospitality. In particular, the complexity, systematic, focus on ensuring sustainable development and the investment and innovation component have been determined. A statistical analysis of the current state of financial and economic activity of the hospitality industry was carried out, which made it possible to determine requests for the implementation of business ideas in the conditions of external challenges. By using the methods of economic and mathematical modeling and forecasting, a projection of the development trend of the hospitality industry in the conditions of external challenges was developed. As a result of the use of modeling methods, a scenario of the impact of the implemented business idea on the results of financial and economic activity of enterprises in the hospitality industry was developed.

## RESULTS

To ensure a qualitative analysis of the research problem, it is advisable to clarify the theoretical concepts of understanding the concept of a business idea, because of the requirements of the external and internal environment of the hospitality industry. In particular, the authors propose the following definition of the concept of a business idea in the hospitality industry - it is an innovative mechanism of operational and strategic management of the processes of development of enterprises in the field of hospitality, aimed at increasing the efficiency of the activities of such enterprises, ensuring their sustainable development by minimizing the negative effects of environmental factors, as well as deepening implementation of communication tools to ensure the sustainable development of hospitality industry enterprises and the economy as a whole. Schematically, the main principles of the formation and development of business ideas in the hospitality industry can be demonstrated by forming the following structural and logical scheme - Fig. 1.

Fig. 1 – Key characteristics of the formation of business ideas in the hospitality industry

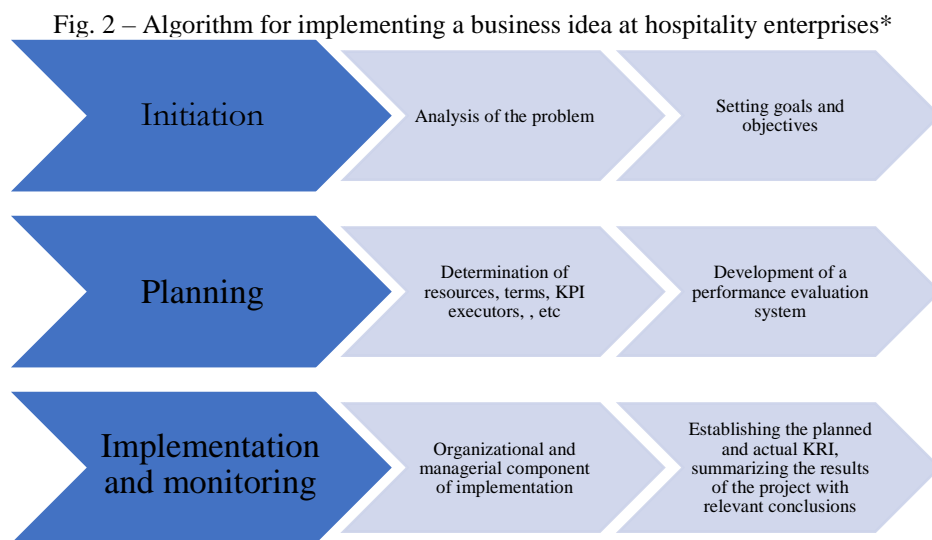


Source: Prepared by the authors (2022).

As a result of the accumulation of influencing factors and requests, specific to the hospitality industry and unified (inherent to other types of business) characteristics of innovative business ideas were formed, which they must meet when implemented to overcome crises caused by external or internal factors.



In accordance with the requests, an algorithm for implementing a business idea at a hospitality enterprise was developed, which is presented in fig. 2.



\* based on project management mechanisms)

Source: Prepared by the authors (2022).

To confirm the effectiveness of the developed algorithm and the implementation of requests for innovative business ideas, it is advisable to confirm the hypotheses with the results of statistical analysis. Project management elements were introduced into the hospitality industry system. At the stage of initiating the implementation of a business idea, it is advisable to identify the problems of the industry development. To ensure the initiation of the project, we will analyze the main indicators of development. The initial data are presented in fig. 3.

Fig. 3 - The main indicators of the development of the hospitality industry in the conditions of external challenges (calculated as a geometric mean)



Source: Prepared by the authors (2022).

The analysis of the current state of the financial and economic activity of the hospitality industry with the determination of requests for the implementation of business ideas made it possible to determine the main problematic aspects of further development - information resources (the lowest aggregated indicators according to the results of the analysis of statistical data summarized in the diagram of Fig. 3).

To determine the prospects for the further development of the hospitality industry and directions for the implementation of innovative business ideas, an expert survey was conducted using the method of expert evaluations. 20 representatives of the hospitality industry took part in the survey. The evaluation scale for processing by experts is presented in Table 1.

Table 1. Evaluation scale of the results of expert evaluation of the implementation of innovative business ideas

Characteristic	Rating		
	10-6	6-4	4-0
State of the element of the function (financial, material and technical, informational, personnel resources)	excellent	satisfactory	good
the mean value of the item score	$0,9 \leq x \leq 1$	$0,6 \leq x \leq 0,8$	$0,1 \leq x \leq 0,5$
	high system condition	sufficient system condition	unsatisfactory system condition

Source: Prepared by the authors (2022).

To confirm the results of the experts' work, the Kendall concordance coefficient was calculated, which determines the degree of agreement of the experts' opinions, formula 1

$$W = \frac{12 \sum_{i=1}^K \Delta_i^2}{n^2(K_3 - K)} \quad (1)$$

Where n - the number of respondents

I – evaluation indicator

K - expert

The closer the concordance coefficient is to unity, the higher the consistency of experts' opinions. The table of Kendall's concordance coefficient estimation results is presented in Table 2.

Table 2. Kendall's concordance coefficient estimation results

Element	0,1-0,3	0,4-0,6	0,7-0,9	1
Financial resources		0,5633		
Material and technical resources		0,5292		
Personnel resources			0,722	
Information resources			0,9847	

Source: Prepared by the authors (2022).

The highest dependence was determined by the indicators of the development of information resources, which were chosen as the basic request for the implementation of innovative business ideas.

By analyzing the statistical data of the projection of the trend of the development of the hospitality industry, it is expedient to model the scenarios of the impact of the implemented business idea on the results of the financial and economic activities of the enterprises of the hospitality industry to determine the practical value of the developed proposals.

The authors suggested developing a strategy for using social media marketing tools as an innovative business idea for the hospitality industry. For the development of the strategy, requests for uniqueness, complexity and sustainability of development have been defined. It is proposing to form an eco-friendly brand by using two types of advertising - targeted and contextual. Advertising is not aimed at directly selling a service, but at travelers who are eco-conscious. Thanks to this, a unique target audience is formed. To calculate the results of the planned advertising campaign formulate three possible scenarios were developed - optimistic, realistic and pessimistic. The results of the calculations are presented in Table 3.

Table 3. Modeling the results of the implementation of the developed business idea

Scenario	Indicators	Criterion	Indicator for the implementation of a business idea	Indicator after implementation of a business idea
Optimistic	Indicator CTR	3,5%	X	X+3,5
	Click-through rate	8%	X <sub>1</sub>	X <sub>1</sub> +8
	Sales volumes	20%	X <sub>2</sub>	X <sub>2</sub> +20
Realistic	Indicator CTR	2,5%	X	X+2,5
	Click-through rate	5%	X <sub>1</sub>	X <sub>1</sub> +5
	Sales volumes	15%	X <sub>2</sub>	X <sub>2</sub> +15
Pessimistic	Indicator CTR	1,5%	X	X+1,5
	Click-through rate	3%	X <sub>1</sub>	X <sub>1</sub> +3
	Sales volumes	10 %	X <sub>2</sub>	X <sub>2</sub> +10

\* Calculated using automated functions MC Excel.

Source: Prepared by the authors (2022).

Calculations were made based on finding the average arithmetic effectiveness of advertising cases for hotel enterprises, which were implemented during the last year. A total of five cases of Ukrainian marketing agencies were analyzed: Banda, #ODDEE Agency, ISD Group, Fedoriv, Brain Tank. Based on modeling, by finding the mean squared deviation, indicators of pessimistic and optimistic scenarios were determined.

## DISCUSSION

So, because of the conducted research, it was determined that the concept of an innovative business idea in the field of hospitality is a systemic and complex concept. Because of the external challenges and development priorities of the hospitality industry, information technology was determined as a basic priority. Accordingly, the development of social media marketing for enterprises of the hospitality industry was proposed, because of the proposal, three scenarios for the further development of the hotel enterprise were developed, which allow determining the processes of applying the mechanisms of social media marketing as innovative business ideas as effective.

## CONCLUSION

Thus, the article formulates the main requests for the implementation of innovative business ideas aimed at overcoming the negative effects of crisis situations of external factors. The article proposes a clarification of the concept of a business idea, because of the specifics of the hospitality industry. Modeling scenarios for the development of the system for the implementation of business ideas made it possible to determine the priority direction of the development of the hospitality industry today, the introduction of information technologies.

Analyzing the processes of formation of business ideas in the field of hospitality is expedient as part of further research to propose a definition of the role of digitalization processes as an element of scaling for a hotel enterprise. In the conditions of intensification of domestic tourism, hotel enterprises have the potential to expand the base of regular customers and create prerequisites for working with new target audiences. Implementation of such plans is possibly provided that new forms of service and additional services are introduced, which can be considered in further research. However, it is worth saying that in the conditions of full-scale military aggression, a decrease in the level of economic growth, and the continuation of trends toward forced departures abroad, hotel enterprises can work in conditions of financial restrictions due to the lack of demand and a decrease in the level of occupancy of beds compared to planned periods. That is, the study of business idea formation processes in the field of hospitality should take into account external risks and their financial consequences.

## REFERENCES

- Baa, R., & Chattoraj, A. K. (2022). The Significance, Role, and Need for Public Sector Enterprises in Economic Growth. *International Journal of Professional Business Review*, 7(5), e0582. <https://doi.org/10.26668/businessreview/2022.v7i5.e582>
- Beck, R. and Harter, J. (2014). Why good managers are so rare, Harvard business manager online. <https://hbr.org/2014/03/why-good-managers-are-so-rare>
- Brooker, E., Joppe, M., Davidson, M.C.G. and Marles, K. (2012). Innovation within the Australian outdoor hospitality parks industry, *International Journal of Contemporary Hospitality Management*, 24(5), 682-700. <https://doi.org/10.1108/09596111211237246>
- Carlbäck, M. (2022). The EA-Approach; a Customer-Centered Management System to Produce, Manage, and Assess Relevant Experiences for the Hospitality and Tourism Industry, Jaziri, D. and Rather, R.A. (Ed.) *Contemporary Approaches Studying Customer Experience in Tourism Research*, Emerald Publishing Limited, Bingley, pp. 131-144. <https://doi.org/10.1108/978-1-80117-632-320221014>
- Chang, C. and Werther, S. (2021). Talent Management Innovations in the Hospitality Industry: Insights from the Winners of the Hospitality HR Award, Jooss, S., Burbach, R. and Ruël, H. (Ed.) *Talent Management Innovations in the International Hospitality Industry (Talent Management)*, Emerald Publishing Limited, Bingley, pp. 127-151. <https://doi.org/10.1108/978-1-80071-306-220211007>
- Choi, M. and Choi, Y. (2021). Employee perceptions of hotel CSR activities during the COVID-19 pandemic, *International Journal of Contemporary Hospitality Management*, 33(10), 3355-3378. <https://doi.org/10.1108/IJCHM-03-2021-0289>

Fissi, S., Romolini, A. and Gori, E. (2020). Building a business model for a new form of hospitality: the albergo diffuso, *International Journal of Contemporary Hospitality Management*, 32(1), 307-323. <https://doi.org/10.1108/IJCHM-01-2019-0047>

Fuller, R. and Shikaloff, N. (2016). What great managers do daily?, <https://hbr.org/2016/12/what-great-managers-do-daily>

Jalilvand, M.R. (2017). The effect of innovativeness and customer-oriented systems on performance in the hotel industry of Iran, *Journal of Science and Technology Policy Management*, 8(1), 43-61. <https://doi.org/10.1108/JSTPM-08-2016-0018>

Jones, P., Hillier, D. and Comfort, D. (2016). Sustainability in the hospitality industry: Some personal reflections on corporate challenges and research agendas, *International Journal of Contemporary Hospitality Management*, 28(1), 36-67. <https://doi.org/10.1108/IJCHM-11-2014-0572>

Kalargyrou, V. and Costen, W. (2017). Exploring Diversity Management in Hospitality and Tourism: Past, Present, and Future, *International Journal of Contemporary Hospitality Management*, 29(1), 68-114. <https://doi.org/10.1108/IJCHM-09-2015-0470>

Kleefstra, A., Altan, M. and Stoffers, J. (2020). Workplace learning and organisational performance in the hospitality industry, *International Hospitality Review*, 34 (2), 173-186. <https://doi.org/10.1108/IHR-12-2019-0025>

O'Gorman, K.D. and Gillespie, C. (2010). The mythological power of hospitality leaders? A hermeneutical investigation of their reliance on storytelling, *International Journal of Contemporary Hospitality Management*, 22(5), 659-680. <https://doi.org/10.1108/09596111011053792>

Rengel Jara, E.V., Babb, J.W. and Flohr, T.M. (2019). Status and scope of project management in the hospitality industry, *International Hospitality Review*, 33(2), 142-149. <https://doi.org/10.1108/IHR-09-2019-0016>

Shokhnekh, A.V., Mironova, O.A., Sizeneva, L.A., Semenova, M.N. and Mohammed Yousif Oudah, A.-M. (2019). *Innovational Development of Cluster of the Hospitality Industry in the System of Region's Economic Security*, Popkova, E.G., Chesnokova, A.V. and Morozova, I.A. (Ed.) Specifics of Decision Making in Modern Business Systems, Emerald Publishing Limited, Bingley, pp. 253-275. <https://doi.org/10.1108/978-1-78756-691-020191023>

Siti-Nabiha, A.K., Nordin, N. and Poh, B.K. (2021). Social media usage in business decision-making: the case of Malaysian small hospitality organisations, *Asia-Pacific Journal of Business Administration*, 13(2), 272-289. <https://doi.org/10.1108/APJBA-08-2020-0276>

Sujood, Hamid, S. and Bano, N. (2022). Coronavirus: choking global and Indian tourism economy and leaving industry on the ventilator, *Journal of Hospitality and Tourism Insights*, <https://doi.org/10.1108/JHTI-09-2021-0237>

Susanto, Y., Gunadi, Wicaksono, A., Murliasari, R., & Sampe, F. (2022). Employee Performance Analysis Along Work from Home During the Covid-19 Pandemic. *International*

Journal of Professional Business Review, 7(6), e0459.  
<https://doi.org/10.26668/businessreview/2022.v7i6.e459>

Ul Hameed, W., Nawaz, M., Nisar, Q.A., Basheer, M.F., Imtiaz, S. and Zafar, M.B. (2022) Open innovation solution: new model in the hospitality industry, *Journal of Hospitality and Tourism Technology*, 13(4), 742-762. <https://doi.org/10.1108/JHTT-11-2021-0325>

Yang, M., Luu, T.T. and Qian, D. (2022). Group diversity and employee service innovative behavior in the hospitality industry: a multilevel model, *International Journal of Contemporary Hospitality Management*, 34(2), 808-835. <https://doi.org/10.1108/IJCHM-06-2021-0822>