

QUALITY MANAGEMENT OF HOTEL, RESTAURANT AND ENTERTAINMENT SERVICES IN THE BUSINESS TOURISM SEGMENT

УПРАВЛІННЯ ЯКІСТЮ ГОТЕЛЬНО-РЕСТОРАННИХ ТА АНІМАЦІЙНИХ ПОСЛУГ У СЕГМЕНТІ БІЗНЕС-ТУРИЗМУ

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The article systematizes key approaches to quality management of hotel, restaurant, and animation services in business tourism. The strategic role of MICE as a stable and high-income segment influencing the competitiveness and sustainability of hospitality enterprises is determined. The specific needs of business travelers are identified. Special attention is paid to Food & Beverage quality management, corporate catering, hybrid formats, and the Bleisure concept. The role of animation services in enhancing customer experience in MICE is substantiated. The impact of digitalization, sustainable development and security challenges on modern quality management models in the hotel and restaurant business is analyzed. An integrated approach combining international standards, digital tools, gastronomic and animation components, and safety infrastructure to enhance competitiveness is substantiated.

Keywords: business tourism, MICE, hotel and restaurant management, service quality, animation services, customer experience, digital innovations, sustainable development, corporate catering.

У статті систематизовано теоретичні засади та обґрунтовано сучасні підходи до управління якістю готельно-ресторанних та анімаційних послуг у сегменті бізнес-туризму (MICE). Визначено стратегічне значення MICE як одного з найбільш стабільних і високодохідних сегментів туристичного ринку, що суттєво впливає на фінансову стійкість, конкурентоспроможність та інноваційний розвиток підприємств індустрії гостинності. Розкрито специфіку потреб бізнес-туристів, які формують підвищені вимоги до функціональності, технологічності, оперативності та безперервності сервісу, а також до якості організації ділових заходів, конференційних, ресторанних і супутніх послуг. Особливу увагу приділено управлінню якістю ресторанної складової MICE-продукту, зокрема корпоративному кейтерингу, стандартизації Food & Beverage-сервісу, впровадженню гібридних форматів обслуговування та реалізації концепції Bleisure як інструменту підвищення клієнтської цінності та лояльності корпоративних споживачів. Обґрунтовано роль анімаційних послуг як важливої складової сучасного MICE-продукту та ефективного інструменту управління клієнтським досвідом, комунікацією, мотивацією й емоційною залученістю учасників ділових заходів. Доведено, що анімація в MICE-сегменті трансформується з традиційної розважальної діяльності у професійно організований компонент сервісної якості, іміджевої привабливості та доданої вартості готельно-ресторанних підприємств. Проаналізовано вплив ключових глобальних тенденцій, зокрема цифровізації, впровадження інноваційних технологій, принципів сталого розвитку, а також національних викликів, пов'язаних із безпековими ризиками, воєнним станом і релокацією бізнесу, на формування сучасних моделей управління якістю у готельно-ресторанному бізнесі. Обґрунтовано доцільність комплексного підходу до організації MICE- та анімаційних послуг, що поєднує міжнародні стандарти якості, цифрові рішення, гастрономічні та анімаційні компоненти сервісу, а також безпекову інфраструктуру як критично важливий фактор підвищення конкурентоспроможності підприємств і туристичних дестинацій.

Ключові слова: бізнес-туризм, MICE, управління готельно-ресторанним бізнесом, якість обслуговування, анімаційні послуги, клієнтський досвід, цифрові інновації, стабільний розвиток, корпоративний кейтеринг.



Statement of the problem. The modern hotel and restaurant business faces challenges in effectively managing the quality of products and services in the rapidly developing business tourism segment. The growing demands of corporate clients, the need to implement innovations and digital technologies, as well as ensuring safety and sustainable development require new approaches to service organization. The integration of additional services, such as animation programs, to increase satisfaction and create a holistic customer experience in the MICE segment is also becoming particularly relevant. The challenge lies in developing effective quality management strategies that meet modern standards and ensure the competitiveness of hotel and restaurant businesses in the MICE context. Solving this problem is important for improving service quality and developing the hospitality industry.

Analysis of recent research and publications. Recent research in the field of business tourism and the MICE segment highlights the growing importance of innovative approaches to product and service quality management in the hotel and restaurant business. In particular, the works of such researchers as I. Andrenko and I. Panova highlight the specifics of business tourism as an important economic driver and emphasize the need for a comprehensive approach to the organization of MICE services [2; 5]. International reports, in particular from the UNWTO and the Events Industry Council, focus on digitalization, sustainable development, and security as key trends shaping the future of the industry [3; 4; 6]. Ukrainian researchers, such as N. Tereshchuk, pay special attention to the standardization and certification of hotel services in the context of increasing competitiveness and integrating global practices [11]. In the context of contemporary challenges and trends, L. Bondarenko, O. Stakhorska, and V. Chaus (2025) emphasize that the implementation of innovative solutions, in particular digital technologies and new service models, significantly increases the competitiveness of hotel and restaurant businesses, which is of particular importance for the MICE segment [12]. At the same time, there is growing academic interest in the integration of animation services as a tool for managing customer experience in the context of business tourism and the "Bleisure" concept. In general, scientific discussion indicates that effective management of the quality of MICE products requires consideration not only of technological innovations, but also

of the principles of sustainable development, security, and service flexibility.

Highlighting previously unresolved parts of the overall problem. Despite the significant scope of research in the field of business tourism and the MICE segment, a number of important issues remain insufficiently studied. In particular, methods for assessing the quality of corporate catering, taking into account the peculiarities of hybrid event formats that are gaining popularity in the current conditions of digital transformation, are insufficiently developed. In addition, insufficient attention has been paid to a comprehensive analysis of the role of animation services as a tool for managing service quality and improving the effectiveness of MICE events in the context of the "Bleisure" concept. There is also a lack of comprehensive approaches to integrating security infrastructure into the quality management system for hotel and restaurant services, especially in the context of martial law and post-war recovery challenges. These gaps limit management effectiveness in the MICE segment and create a need to develop new strategies that combine innovation, sustainable development, and security.

Formulation of the objectives of the article (task statement). The purpose of this study is to conduct a comprehensive analysis of the role of business tourism (MICE) in the development of the hotel and restaurant business from the perspective of product and service quality management. The study aims to identify key requirements and trends in the MICE segment, assess the impact of innovation, digitalization, and sustainable development principles on the formation of competitive advantages of hotel and restaurant enterprises, and determine the prospects for improving corporate catering, integrating animation services, and strengthening security infrastructure in the context of modern challenges.

Summary of the main research material. The modern hotel and restaurant business is actively integrating the business tourism segment, in particular MICE (Meetings, Incentives, Conferences, Exhibitions), as one of the key drivers of the hospitality industry's development. In the context of globalization, digitalization, and growing demands from corporate clients, effective management of product and service quality in this area is becoming strategically important.

In scientific and business practice, the abbreviation MICE is increasingly used instead of the term "business tourism," as it more accurately

reflects the main structural components and directions of this segment [3].

MICE is a complex business system [2] that functions through the interaction of four main subsystems: client companies; suppliers of individual services (in particular, hotel and restaurant operators); tour operators that provide a full range of services; and organizations specializing in event management.

The business tourism system shown in Figure 1 includes a set of interconnected elements that ensure the functioning of the entire segment. It covers not only the organization of travel and accommodation, but also a range of services related to holding events of various formats – from business meetings to large-scale conferences and exhibitions. This integration of different components ensures high efficiency and flexibility of the system, which is extremely important for meeting the specific needs of business customers.

Next, we will consider the main systemic features of business tourism that determine its characteristics and influence the formation of quality service standards in the hotel and restaurant sector, as shown in Fig. 2

Business tourism is extremely important for the management of the hotel and restaurant business. This segment generates a significant share of the revenue of hotel and event infrastructure, as business tourists tend to have a higher average check – their expenses exceed those of regular tourists by 30–50% [4; 10]. It is due to the payment not only for accommodation, but also for conference services, rental of premises, technical support and, importantly, corporate catering. Moreover, MICE traffic is less prone to seasonal fluctuations, providing

hotel businesses with stable room occupancy rates, which can reach 40–60% in mid-range and high-end hotels [7; 8]. This stability is key to the financial sustainability of the hotel and restaurant industry. To have a full understanding of the complex role of the MICE segment at different levels (from global to regional) and its impact on economic development and tourism infrastructure, let's look at the main functions of business tourism (Table 1).

Thus, the functional significance of business tourism at all levels emphasizes the need for qualitative changes in the organization of services. That is why hotel services aimed at business travelers go beyond ordinary accommodation, shifting the focus from recreational comfort to service functionality and the efficiency of the guest's work process. Considering this, product and service quality management in the hotel and restaurant business in this segment covers functional standards that require an integrated approach [11].

The key requirement is to ensure uninterrupted operation, starting with a high-tech environment, including high-speed and stable Wi-Fi, as well as simplified and fast check-in and check-out procedures (online check-in, express registration). The room inventory must include a specially equipped ergonomic workspace with high-quality lighting and a sufficient number of power outlets [12]. In addition, high standards of sound insulation and privacy are essential, as business travelers often work with sensitive information.

An extremely important aspect is conference service, which often becomes a decisive factor in a hotel's competitiveness in the MICE services market. The quality of MICE services depends

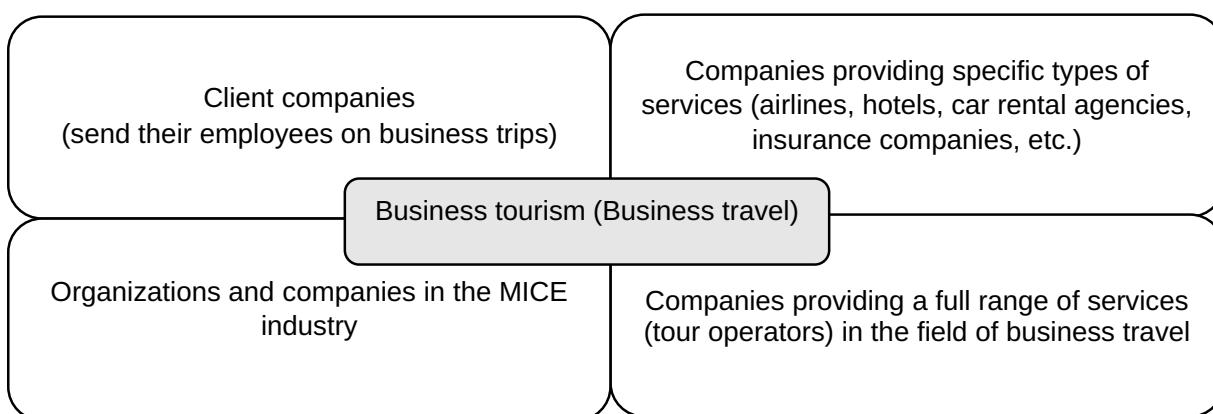
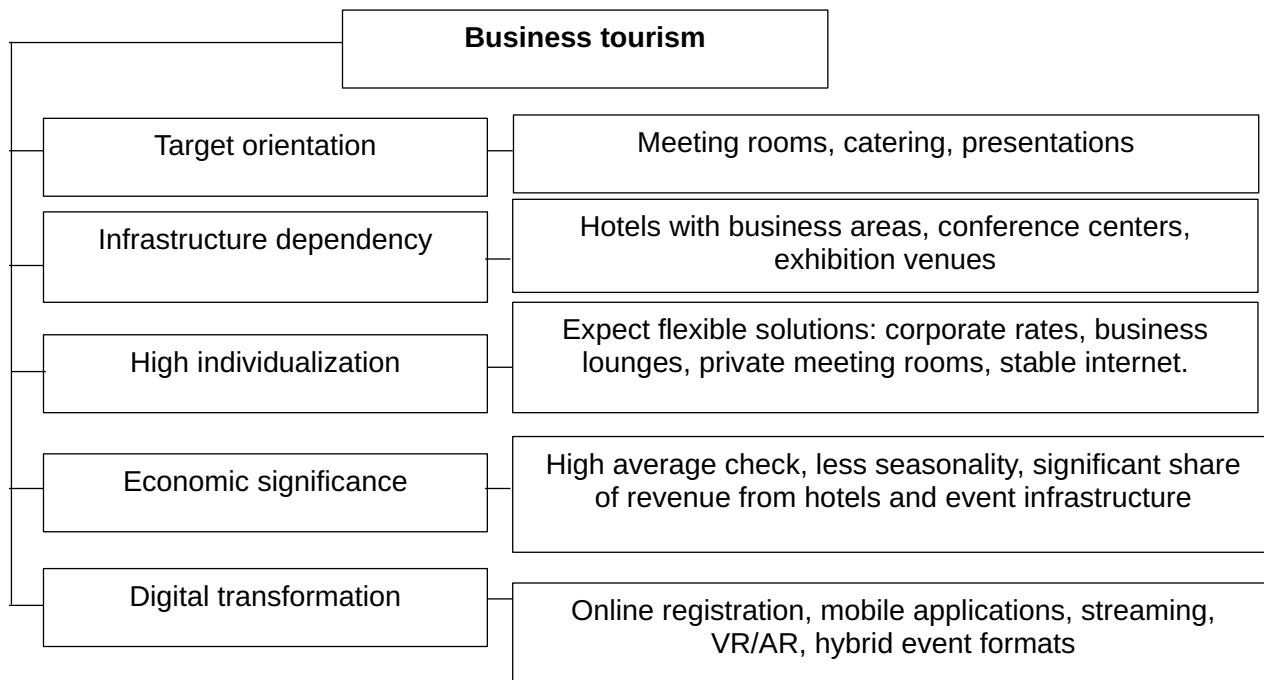


Fig. 1. Business tourism system

Source: based on [2]

**Fig. 2. Key systemic features of business tourism**

Source: generated by the author

Main functions of business tourism at the international and national levels

Table 1

Level	Key functions	Results and impact
International	Promoting global mobility; establishing international ties; technology transfer	Growth in investment, international partnerships, development of intergovernmental cooperation
National	Support for the tourism market; infrastructure development; shaping the country's image	Development of the hotel, transport, and events industries; increasing competitiveness
Regional	Revitalization of the local business environment; job creation	Increasing the attractiveness of cities; development of clusters – IT, education, innovation

Source: generated by the author

on the availability of technically equipped halls, meeting rooms, and business centers. The requirements for them are constantly growing: the latest equipment (video conferencing, interactive screens) and guaranteed extremely high Internet bandwidth are necessary to ensure the reliability of hybrid events. In addition, the premises must be flexible, with the ability to quickly transform into different formats – from “theater” to “U-shape”. Compliance with these requirements is an indicator of the effectiveness of management processes and is often confirmed by the implementation of the international standard ISO 9001. Details of the key needs

of business travelers and the corresponding solutions that should be integrated into the quality management system of a hotel and restaurant enterprise are presented in Table 2.

The analysis presented above illustrates the full range of functional standards in the MICE segment focused on the guest's workflow. In addition to accommodation and conference services, the third most important group of functional standards is food and beverage (F&B) services. The success of an event and the overall impression of a guest's business trip largely depend on the impeccable work of the restaurant business. Business travelers

Table 2
Business travelers' requirements and corresponding hotel solutions

Business traveler needs	The essence of needs	Hotel solutions
Speed and simplicity of service	minimizing check-in time, clarity of procedures	online check-in, express registration, flexible check-in and check-out conditions
Technological environment	ability to work continuously	high-speed Wi-Fi, multimedia equipment, mobile hotel applications
Functional workplace	convenience of performing professional tasks in the room	work desk, ergonomic chair, high-quality lighting, additional power outlets
Accessible logistics	quick movement between locations	transfer, convenient location, easy navigation, car rental
Organization of business events	participation in meetings, conferences, presentations	conference rooms, meeting rooms, technical support, streaming
Timely meals	different work schedules and energy needs	early breakfast, business lunches, coffee breaks, 24/7 room service
Related services	ensuring domestic and organizational comfort	laundry, concierge service, copying, scanning, secretarial services

Source: generated by the author

appreciate efficiency and meals that fit their tight work schedule, which requires flexibility and responsiveness from the F&B service.

That is why F&B service quality management is based on the principles of efficiency and flexibility. The hotel's restaurant service must provide early breakfasts, business lunches, coffee breaks with a clearly limited duration, as well as the possibility of ordering room service 24/7. The menus should be specially designed, quick to prepare, high-quality, and balanced, as they serve to support productivity, not just relaxation [9]. Particular attention is paid to corporate catering, which requires perfect logistics and well-coordinated work of the staff, who must strictly adhere to the protocols for serving large groups (temperature control, aesthetics of presentation).

Today's trends in the MICE segment require innovative adaptation from the restaurant business. With the development of hybrid MICE formats, there is a demand for new services, such as the organization of branded material delivery or "virtual catering" for remote participants, which requires cooperation with logistics partners and the development of special, securely packaged sets. At the same time, the influence of the "Bleisure" concept (combining business travel with leisure) is growing, requiring hotel restaurants to create attractive public spaces (lounge areas) and expand their range of leisure F&B services (themed dinners, tastings) that can

be easily integrated into a busy work schedule.

Success in the MICE segment is determined by the ability of hotel and restaurant management to integrate global trends and respond appropriately to national challenges.

One of the key global trends is digital transformation [6]. The use of artificial intelligence and Big Data allows analyzing the behavior of business customers and offering them hyper-personalized service packages based on their previous needs. The implementation of the "Smart Room" concept based on the Internet of Things (IoT) and contactless technologies maximizes the efficiency of the guest's workflow, meeting their high demands for speed and security. In this context, digitalization of hotel and restaurant services allows for the optimization of order management processes and enhances the satisfaction levels of business clients [13]. Along with digitalization, there is a growing emphasis on sustainability and "Green MICE". This requires hotels and their restaurants to adopt environmentally friendly approaches: energy conservation, minimization of food waste (Zero Waste), and use of local, seasonal products. Incorporating these principles into procurement policies and restaurant operations is becoming a mandatory quality management standard.

However, in the context of martial law and post-war reconstruction in Ukraine, all these requirements are complemented by the priority of safety, which becomes a decisive standard that

shapes competitive advantage. The availability of functional, properly equipped shelters and clear evacuation protocols is a critical requirement for any MICE event. In fact, the security infrastructure of a hotel is becoming a new element of product and service quality management. This also applies to the organization of tourism and recreational services, which must now include the aspect of security.

The role of domestic MICE and the need for business relocation is growing, requiring hotels to develop flexible long-term corporate offers tailored to the needs of regional business communities and international partners interested in rebuilding the country.

In addition to the technological, gastronomic, and security aspects of MICE services, in modern conditions, there is a growing focus on the role of animation services as a tool for managing customer experience and service quality in the field of business tourism.

In the current conditions of the hospitality industry's development, animation services are increasingly seen not only as an element of leisure, but as an important component of a comprehensive service product, especially in the business tourism and MICE segments. The paradigm shifts in the consumption of tourism and hotel and restaurant services, the focus on customer experience, and the Bleisure concept are driving the growing role of animation as a tool for improving service quality, business competitiveness, and the effectiveness of business events.

In the context of MICE, animation services go beyond the traditional understanding of tourist animation as entertainment. They are transformed into an organized system of social, communicative, motivational, cultural, and gastronomic activities aimed at activating the interaction of event participants, forming a positive emotional background, and increasing the effectiveness of business events. Thus, animation becomes a component of service quality management and an important element of the MICE product of a hotel and restaurant enterprise.

From the perspective of organizing entertainment services in the hotel and restaurant business, it is advisable to highlight MICE-format entertainment, which has a clear focus, a regulated scenario, and integration with the main program of the event. Unlike recreational animation, it is aimed at an adult audience with purchasing power, has a limited time frame, and

is closely linked to the business, corporate, and communication goals of the event.

Animation programs play a multifunctional role in the structure of MICE events, going beyond simple entertainment. First and foremost, they perform a communicative function, facilitating informal contacts and effective networking between participants. At the same time, their motivational function is critically important, especially in incentive tourism and various corporate events, stimulating staff. In addition, animation has a significant adaptive effect, facilitating the integration of participants into a new environment or group dynamics. On a more strategic level, it shapes image perception, creating a positive impression of the organizers, hotel, restaurant, or entire destination. Finally, it serves a compensatory function, effectively reducing the psychological and physical stress that can arise from an intense business program.

In view of these functions, a number of specialized animation services have been developed in the MICE segment:

- Business animation covers tools that are directly integrated into the work process: from moderating and facilitating discussions to organizing interactive sessions and business games aimed at achieving specific business goals.

- Corporate and event animation focuses on group interaction and recreation. This includes networking events, after-conference programs, and special team-building events.

- Incentive animation is a separate area whose task is to increase staff loyalty and motivation through unique and rewarding programs.

- Gastronomic animation offers cultural and social experiences through tastings, organized chef's table meetings, themed dinners, and professional events such as wine and food pairing.

- With the development of technology, digital and hybrid animation has also emerged, which ensures the engagement and interactivity of participants who take part in the event remotely, in online or hybrid MICE formats.

Organizing entertainment services in MICE-oriented hotel and restaurant businesses requires a systematic approach and clear coordination between various departments: administration, event management, food and beverage (F&B), technical staff, and security. Entertainment programs should be planned at the stage of forming the MICE package and take into account

the format of the event, its duration, the number of participants, the cultural characteristics of the audience, and security restrictions.

Gastronomic animation deserves special attention, as it is an effective tool for combining the business and recreational components of business tourism. Within the framework of MICE events, it not only provides catering, but also performs a communicative and image-building function, promoting informal communication between participants and increasing overall satisfaction with the service. The integration of gastronomic animation with the concepts of Bleisure and Green MICE allows for the combination of local authenticity, sustainable development principles, and modern gastronomic trends.

From a quality management perspective, animation services should be viewed as part of the service chain of value creation. Their effectiveness can be assessed through customer satisfaction indicators, participant engagement levels, repeat visits by corporate clients, and image effects. In this context, animation is not an auxiliary but a strategic element that affects the competitiveness of hotel and restaurant businesses in the MICE segment.

In the context of current national challenges, particularly security restrictions and post-war recovery, the organization of entertainment services also needs to be adapted. The priority is now on safe event formats, the use of chamber programs, indoor hotel spaces, hybrid and digital solutions. This necessitates a review of traditional approaches to animation and the introduction of innovative models that combine functionality, safety, and the emotional component of service.

Thus, animation services in the MICE segment are an important component of the modern quality management system for hotel and restaurant services. Their professional organization contributes to increasing the effectiveness of business events, forming a positive customer experience, and strengthening the position of hospitality industry enterprises in a competitive market.

Conclusions. A comprehensive analysis of the role of business tourism (MICE) confirms its strategic importance as one of the key drivers of the hotel and restaurant industry in the context of globalization, digitalization, and growing demands from corporate clients. Product and service quality management in this segment requires an integrated approach that combines high standards of accommodation, conference services, food and beverage (F&B), security infrastructure, and service innovations.

Research shows that the specific nature of MICE services necessitates increased requirements for technological sophistication, functionality, and operational efficiency, which are implemented through digital tools, hybrid event formats, and personalized solutions for business travelers. At the same time, the restaurant component of the MICE product not only provides catering services but also plays an important role in shaping the customer experience through the development of corporate catering, gastronomic animation, and the Bleisure concept.

An important result of the study is the justification of the role of animation services as an integral part of the modern quality management system in the business tourism segment. In the context of MICE, animation is transforming from a traditional entertainment activity into a professionally organized tool for managing customer experience, communication, motivation, and social interaction among event participants. Its integration into the structure of MICE services contributes to increasing the effectiveness of business events, forming a positive image of hotel and restaurant enterprises, and strengthening their competitive positions in the market.

In the current national context, characterized by security challenges, business relocation, and post-war recovery processes, adapting MICE and entertainment programs to the new realities is of particular importance. Safe, intimate, hybrid, and digital event formats are becoming a priority, requiring hotel and restaurant management to review traditional approaches to service organization and implement innovative quality management models.

Thus, effective development of the business tourism (MICE) segment is only possible with comprehensive integration of infrastructure, technology, gastronomy, and entertainment components of the service, focused on creating a holistic customer experience. It is precisely this quality management model that ensures the sustainable development of hotel and restaurant businesses and increases the competitiveness of tourist destinations.

Prospects for further research are related to the development of methods for assessing the quality of animation services in the structure of MICE events, determining the effectiveness indicators of gastronomic and corporate animation, as well as analyzing the impact of animation program integration on the level of business customer loyalty and the economic results of hotel and restaurant enterprises.

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