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INNOVATION MANAGEMENT AND MARKETING IN THE SUSTAINABLE DEVELOPMENT OF TOURISM AND HOTEL-RESTAURANT ENTERPRISES

ІННОВАЦІЙНИЙ МЕНЕДЖМЕНТ І МАРКЕТИНГ У СФЕРІ СТАЛОГО РОЗВИТКУ ПІДПРИЄМСТВ ТУРИЗМУ ТА ГОТЕЛЬНО-РЕСТОРАННОЇ СПРАВИ

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This article aims to investigate the theoretical and methodological foundations for the transformation of management and marketing systems in tourism and hotel-restaurant enterprises in line with sustainable development principles. Synthesising the theoretical approaches to the sustainable development of tourism and hospitality enterprises has shown that this type of growth aims to achieve a lasting balance of economic, social, and environmental outcomes. By identifying and systematising the key pathways by which sustainable development influences tourism and hospitality enterprises' functioning, it has been established that: in marketing, the primary influence is conveyed via green branding, environmental certification, socially responsible communications, and the cultivation of consumer trust; within management activities, the primary influences are greening, resource optimization, operational cost minimization, and the integration of ESG approaches into strategic planning.

Keywords: sustainable development, management transformation, marketing transformation, digital innovation, competitive advantage, green branding, tourism and hotel-restaurant enterprises.

Впровадження принципів сталого розвитку, визначених у Цілях сталого розвитку ООН 2015 року, суттєво впливає на систему маркетингу і менеджменту підприємств туристичної та готельно-ресторанної сфери. Даний вплив має трансформаційний характер. Його специфіка полягає у зміні підходів до позиціонування підприємств, комунікаційної політики, управління ресурсами та стратегічного планування тощо. Відтак метою статті є обґрунтування теоретико-методологічних засад трансформації систем менеджменту і маркетингу підприємств туристичної та готельно-ресторанної сфери на засадах сталого розвитку. Результатом узагальнення теоретичних підходів до трактування сталого розвитку підприємств туристичної та готельно-ресторанної сфери стала доведеність того факту, що такий розвиток є процесом довгострокової гармонізації

економічних, соціальних та екологічних результатів їх діяльності. Визначення та систематизації основних напрямів впливу сталого розвитку на функціонування підприємств туризму та готельно-ресторанної сфери встановлено, що: у маркетинговій діяльності ключовий вплив реалізується через зелений брендинг, екологічну сертифікацію, соціально відповідальні комунікації та формування довіри споживачів; в управлінській діяльності основними напрямками впливу є екологізація, оптимізація використання ресурсів, мінімізація операційних витрат та інтеграція ESG-підходів у стратегічне планування. Констатовано, що сукупність визначених характеристик і систематизованих напрямів впливу формує ESG-орієнтовані моделі маркетингу та управління, які забезпечують новий рівень ефективності та створюють відповідні конкурентні переваги. За результатами обґрунтування інноваційного характеру трансформації систем менеджменту і маркетингу встановлено, що впровадження принципів сталого розвитку зумовлює якісну зміну їхньої логіки функціонування, що досягається через інноваційність (щодо менеджменту - через стратегічну, ресурсну, ціннісну, щодо маркетингу - через продуктову, цифрову, комунікаційну, організаційну). Перспективи подальших досліджень пов'язані з розробленням прикладних моделей оцінювання ефективності трансформації систем маркетингу та управління підприємств туризму та готельно-ресторанної сфери, що здійснюється на засадах сталого розвитку.

Ключові слова: сталий розвиток, трансформація управління, трансформація маркетингу, цифрові інновації, конкурентні переваги, зелений брендинг, підприємства туризму та готельно-ресторанної сфери.

Statement of the problem. Today's shifts in the tourist and hotel-restaurant sectors are driven by growing competition, fast-moving technology, and constantly changing guest preferences. Because of this, a sector of businesses is progressively moving towards providing environmentally friendly, socially responsible, and ethically sourced goods and services.

According to Booking.com reviews, green hotels, such as Ibis Kyiv City Centre and the Vojvodino Resort, attract consumers by implementing energy-saving technologies and waste-reduction systems. Similarly, eco-restaurants such as "U hospodarya" ("At the Host's"), focus on the use of local and organic products, in line with the farm-to-table concept (go-to.rest platform [7]). Tourism enterprises, such as LLC "Tourbaza LTD", are actively developing low-carbon tourism products, including rafting, hiking, and cycling routes, which are gradually replacing traditional car-based tours (e.g. "Oksamytovi Karpaty" (Velvet Carpathians), "Ya Pidu v Daleki Hory" (I Will Go to the Distant Mountains), and "Dotorknutys do Nebes" (Touch the Sky) [13]).

Empirical data from LLC "Tourbaza LTD" indicate that in 2023, half of their clients gravitated towards sustainable travel options. Such a surge underscores a genuine appetite for sustainable tourism. A carbon-copy response emerges in the catering sector. Recent audits at the eco-restaurant 'U Hospodarya' demonstrate that most patrons now actively seek out dishes with locally sourced, organic ingredients.

Focusing on committing to sustainability principles enhances competitive advantage. This transition fosters the conditions necessary for heightened customer satisfaction, the active

adoption of cutting-edge technologies, the digitalisation of business processes, eco-smart solutions, and contemporary management models.

The implementation of principles of sustainable development, as defined in the United Nations 2030 Agenda for Sustainable Development, significantly influences the marketing and management of hotel-restaurant enterprises. This impact is inherently transformative. It is also supported by scholarly research [10; 17]. Its specific nature manifests in shifts within enterprises' positioning strategies, communication policies, resource management, and business roadmapping. This, in turn, underscores just how vital further research into the innovative transformation of management and marketing systems in this sector.

Analysis of recent research and publications. Among the prominent works devoted to the adaptation of management and marketing systems to the sustainable development requirements in tourism and hotel-restaurant enterprises are: (i) fundamental, practice-oriented studies by Kulinich T., Prosovykh O., Ivanov A., Hrabar M., and Zhaivoronok I. [10]; (ii) conceptual studies by Lysiuk T. and Semeniuk O. [11], Horiunova K. [4], and Vasylytsiv N. [3].

[10; 11; 4] provides a systematic rationale for the transformation of management and marketing systems in accordance with sustainable development principles. [9] examines the specific mechanisms for integrating Environmental, Social, and Governance (or ESG) approaches into strategic corporate management.

The authors draw upon these seminal works in develop the theoretical and methodological foundations of this research and to substantiate

the strategic directions for transforming management and marketing systems within tourism and hotel-restaurant enterprises.

Additionally, this study relies on certain provisions established by T. Kulinich, O. Prosovykh, I. Zhayvoronok, I. Chyzmar, and O. Sterniyuk [17]. Their work explores the balancing of the triple bottom line dimensions as a conceptual basis for the transformation of management systems within the scope of sustainable development.

However, despite extensive scholarly attention dedicated to the theoretical and applied aspects of adapting management and marketing systems to sustainability principles, the innovative dimension of this transformation in tourism and hotel-restaurant enterprises remains insufficiently explored.

Highlighting previously unresolved parts of the overall problem. Most research so far focuses only on separate tools, like ESG management, resource efficiency, or green marketing. Yet the actual drivers connecting innovation to core shifts in management and marketing remain under-investigated. This leads to a methodological fragmentation of approaches to sustainable development and constrains their integration into daily management and marketing practices. Also, this holds businesses back from creating effective, future-proof strategies.

Formation of the objectives of the article (task statement). This article aims to investigate the theoretical and methodological foundations for the transformation of management and marketing systems in tourism and hospitality enterprises in line with sustainable development principles. To achieve this aim, the following research objectives were formulated:

1. To synthesise theoretical and methodological approaches to the interpretation of sustainable development in tourism and hospitality enterprises, alongside the corresponding transformation of their management and marketing systems.

2. To identify and systematise the core areas of influence exerted by sustainable development principles on managerial and marketing activities within the tourism and hospitality enterprises.

3. To substantiate the innovative nature of management and marketing system transformation in the context of sustainable development.

Summary of the main research material. Drawing upon previous research [1; 4; 6; 16], this study examines the concept of sustainable

development within tourism and hotel-restaurant enterprises, conceptualising it as a process of structural change aimed at long-term developmental harmonisation. This development is established upon the convergence of effects arising from the simultaneous achievement of economic efficiency, social responsibility, and environmental sustainability.

Given its multifaceted nature and complex convergence of effects, this process is accompanied by a dual transformation:

- (i) management systems through management activities. According to V. Bytov, such activity is intended to maximise operational efficiency [1, p. 500]. Crucially, however, this does not represent classical expansion, but rather a form of growth that balances and amplifies economic, social, and environmental outcomes;

- (ii) marketing systems through marketing activities. As noted by O. V. Zhegus [8], this involves maximising the integration of consumer needs, demand status, market dynamics, and both existing and potential consumer requirements into product offerings.

Consequently, within contemporary marketing practices, the reorientation of tourism and hotel-restaurant enterprises towards sustainability principles should manifest in: (i) the cultivation of 'green' branding; (ii) the strategic use of environmental certification as a tool for competitive differentiation; (iii) a commitment to socially responsible communications; (iv) the enhancement of consumer confidence via operational transparency..

Indeed, Yu. Dovgan and L. Serednytska [4], alongside several other researchers [3], define the implementation of these specific areas as 'sustainable marketing' (or the marketing of sustainable development). It is vital to note that the impact of sustainable development on marketing activities extends beyond these individual dimensions. It drives systemic innovation which, according to P. Konstantinov, aims to attract novel consumer segments and penetrate new markets [9]. From our perspective, this occurs because a commitment to sustainability principles transforms traditional marketing approaches via product, organisational, communication and digital innovation.

This perspective is further supported by scholarly findings, notably: (i) [9, c. 22], which states that such innovation implies modifying or supplementing existing products; (ii) [2], which emphasises that this innovativeness manifests through the implementation of new management

methods and enhanced market interaction, specifically by digitalisation and value-oriented approaches.

Regarding the establishment of 'green' branding, the innovative nature of marketing activity is determined by the necessity to position in the tourism and hotel-restaurant enterprises as eco-responsible market subjects. This objective is achieved by: (i) integrating environmental and social values into the core brand strategy, exemplified by aligning corporate goals with the ambition to meet contemporary consumer needs without compromising the ability of future generations to meet their own [15]; (ii) deploying 'green' communication messaging, such as: 'The hotel minimises water and energy consumption utilising smart systems' or 'A menu crafted from local farm produce is offered'; (iii) implementing energy-efficient technologies and carbon footprint reduction measures; (iv) supporting local communities via. strategic social partnerships with regional suppliers, the active involvement of the resident population in service delivery, and the promotion of local culture, gastronomy, and crafts.

Consequently, the resulting environmentally friendly brand enhances corporate appeal among consumers who share sustainable development values.

With respect to utilising environmental certification as a competitive differentiation tool for tourism and hotel-restaurant enterprises, the innovative character of marketing activity is driven by the adoption of international and national standards. We concur with Yu. Buniakova [2, p. 41], that standards such as Green Key and ISO 14001 verify compliance with sustainable development principles. This is operationalised by employing certification as a market differentiation tool, an objective validation of environmental orientation, and a means to consolidate consumer trust. At the same time, certification processes are fundamentally shifting the nature of competition, creating a market environment where the defining criteria are no longer strictly price and quality, but also the proven sustainability of operations.

In terms of orienting towards socially responsible communications in tourism and hotel-restaurant enterprises, innovativeness is driven by a comprehensive transformation of corporate communication policies.

The foundations for these structural shifts include [5]:

(i) engaging the consumer as an active participant in a shared social and environmental mission, rather than merely as a buyer;

(ii) accounting for the interests of all stakeholders, including consumers, employees, suppliers and local communities;

(iii) maintaining rigorous transparency and honesty across all operations;

(iv) shifting communication emphasis from raw product characteristics to core enterprise values, specifically focusing on environmental responsibility, social justice, and community support [10].

As a result, communication activities become anchored in ESG principles and a stakeholder-oriented approach, fostering long-term, trusting relationships and deep emotional connection with consumers.

Regarding the enhancement of consumer confidence through transparency in the activities of visitor economy enterprises, innovative marketing practice is driven by actively disclosing information on environmental initiatives, resource provenance, waste management systems, energy consumption, and social campaigns [5]. This is achieved using digital platforms, online reporting mechanisms, and open feedback channels, effectively reducing information asymmetry, enhancing corporate openness, and strengthening consumer trust.

The identified specifics of the impact of sustainable development principles on the marketing activities of tourism and hotel-restaurant enterprises indicate that it is a trigger for transformation. Consequently, traditional marketing approaches are evolving into modern, value-driven ones. The comprehensive dimensions of this impact, which characterise the specifics of sustainable marketing, have been systematised by the authors in Figure 1.

Based on the discussion above, it is evident that the synergistic interaction between these areas of influence shapes a contemporary model of sustainable marketing. This represents a unique model aimed at fostering structured competitive advantages in the tourism and hotel-restaurant enterprises. It facilitates the attraction of new consumer groups –including environmentally conscious tourists, young travellers, Millennials, Generation Z consumers, corporate clients with ESG requirements, and international tourists who prefer certified sustainable services. Furthermore, it facilitates the development of new market segments, such as ecotourism, rural tourism, nature-based

The core of this impact - the integration of environmental, social, and economic values into the marketing activities of tourism and hospitality enterprises.

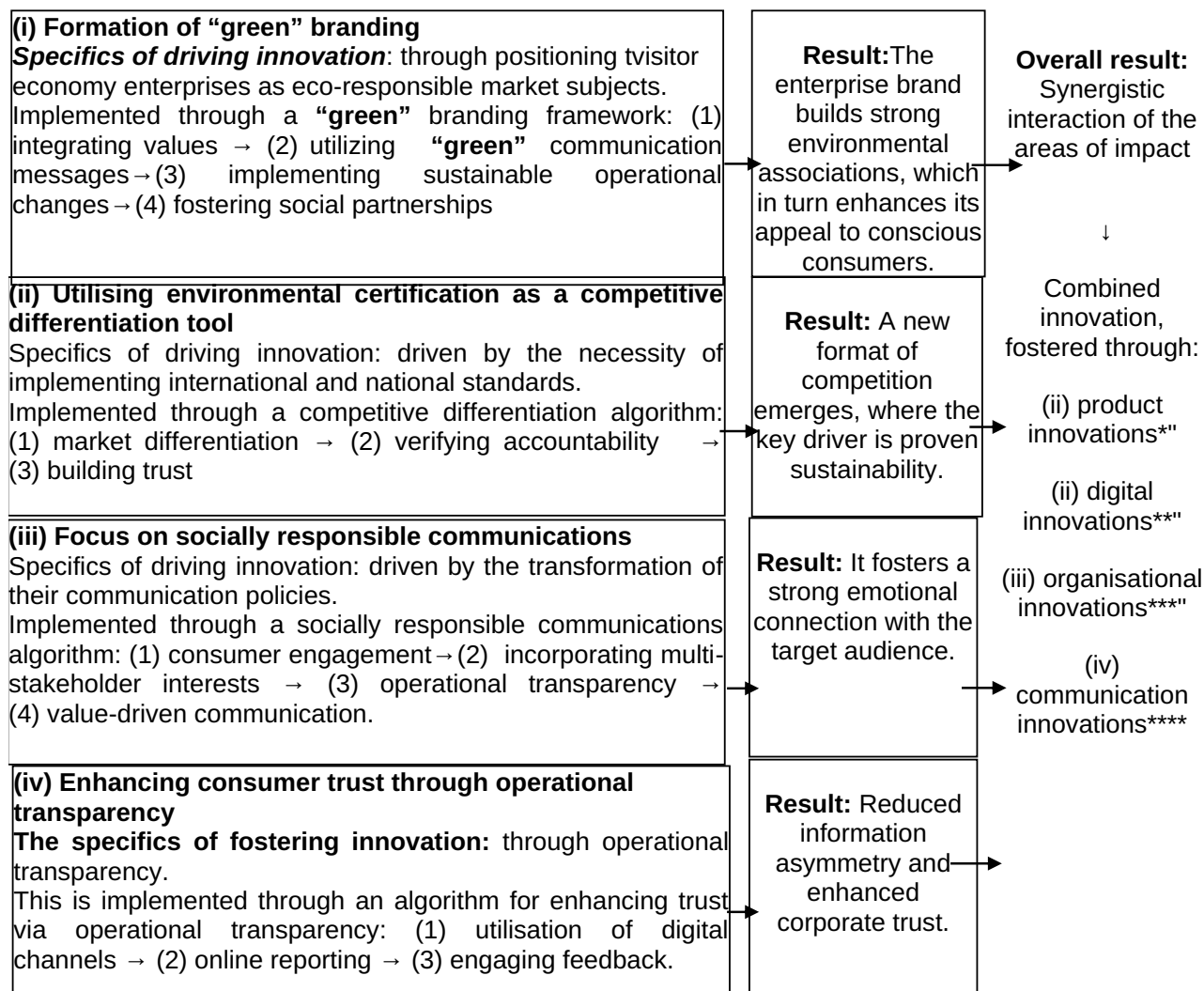


Figure 1. Specifics of the impact of sustainable development on marketing activities in tourism and hotel-restaurant enterprises

Notes: * Product innovation involves creating and adapting products and services to meet established ESG criteria and the demands of a conscious consumer.

** Digital innovation consists of leveraging digital technologies to personalise offerings, automate communications, manage consumer data, and ensure the transparency of ESG practices.

*** Organisational innovativeness involves the institutionalisation of ESG criteria within internal regulations, corporate policies and a key performance indicators systems.

**** Communication innovation involves transitioning to socially responsible, transparent, and value-orientated communications that build consumer trust and strengthen corporate reputation.

Source: compiled by the authors based on [4-5; 9-10]

tourism, wellness and slow tourism, alongside the international market for sustainable tourist services.

In management practices, aligning tourism and hotel-restaurant enterprises with the principles of sustainable development manifests as structural transformations within the managerial system. These changes

include: the greening of corporate governance; the optimisation of resource usage; the reduction of operational costs; the systematic integration of ESG approaches into strategic planning.

[6; 17] defines the execution of these pathways as ESG management. These authors highlight that ESG management is not limited to

improving the efficiency of managerial decision-making, but actively drives the innovation required to sustain corporate progress.

Focusing on sustainable development principles changes the underlying logic of enterprise management. This shifts its focus from economic returns to a long-term, ESG-oriented framework. This transition occurs via strategic, resource-focused, and value-oriented innovations, as demonstrated by:

- The application of modern ESG frameworks, notably the 'sustainable development triangle' [12] and the 'states $X \rightarrow$ goal $Y \rightarrow$ management actions' model [10];

- The conceptualisation and operationalisation of balancing the triple bottom line components through a system of strategic management measures selected based on corporate value priorities [17].

As for greening of management within the studied enterprises, innovativeness is fostered by the implementation of novel managerial, technological, and organisational solutions aimed at reducing environmental impact while improving operational efficiency. This is achieved by introducing: (i) "green" technologies in production and service processes (e.g., alternative energy sources or the eco-design of rooms and banquet halls); (ii) digital technologies and solutions for environmental control and resource monitoring. Examples include automated water, energy, and waste metering systems; (iii) environmental management standards and ESG criteria. It is about systems of environmental, social and management criteria; (iv) circular decisions in management (e.g., food waste composting in restaurants, 'reuse/refill' hospitality systems for cosmetics and detergents, and the strategic management of tourist flows).

This comprehensive approach shapes novel models of value creation within the scope of sustainable development.

Concerning resource conservation practices, the innovativeness of tourism and hospitality enterprises is ensured through integrated managerial and technological solutions that increase resource efficiency and minimise losses at all stages of operations. This is facilitated by introducing: (i) smart solutions, illustrated by automatic lighting control, climate control, and presence sensors; (ii) optimal logistics and sustainable supply chain procurement; (iii) digitalized operational activities, evidenced by the application of electronic reservation systems, paperless workflows, and automated order management; (iv) resource consumption

rationing and predictive forecasting utilizing Big Data analytics.

Within the management system, this marks a definitive transition from the fragmented and inconsistent use of resources to an integrated resource efficiency management framework.

Regarding the reduction of running costs, innovativeness is driven by the implementation of integrated managerial, digital, and organisational solutions designed to rationalise cost structures and streamline business processes.

This is executed through the application of:

- (i) the automation and digitalisation of operational processes, encompassing reductions in staff costs, paper-based documentation, and manual operations;

- (ii) dynamic pricing systems use. Examples include instant price adjustments driven by demand volatility, seasonality, capacity utilisation, and consumer behaviour;

- (iii) procurement activities optimization. This entails centralising supply chains and establishing long-term contracts with suppliers;

- (iv) the strategic use of outsourcing and flexible employment models.

These transformations reflect a shift from a traditional cost-based management model to a data-driven cost optimisation framework.

With respect to the integration of ESG frameworks into strategic planning, research indicates that an enterprise's innovation capability is enhanced by incorporating environmental, social, and governance criteria directly into the decision-making core. This is justified by the introduction of non-financial reporting, robust sustainability policies (encompassing strengthened relationships with personnel, customers, suppliers, and local communities) and the principles of sound corporate governance, including management transparency and corporate responsibility. Consequently, these transformations mark a clear transition from the traditional, financially focused model of strategic management to an ESG-oriented framework.

Importantly, the implementation of sustainable development principles provides a comprehensive transformation of the management system by developing new approaches to ecological management, resource saving, cost management, and strategic planning. The avenues of impact that characterise the specifics of ESG management are outlined in Fig. 2.

Based on these findings, it is clear that the synergistic interaction among the indicated

Basis of impact: the integration of environmental, social, and economic values into the management activities of tourism and hospitality enterprises.

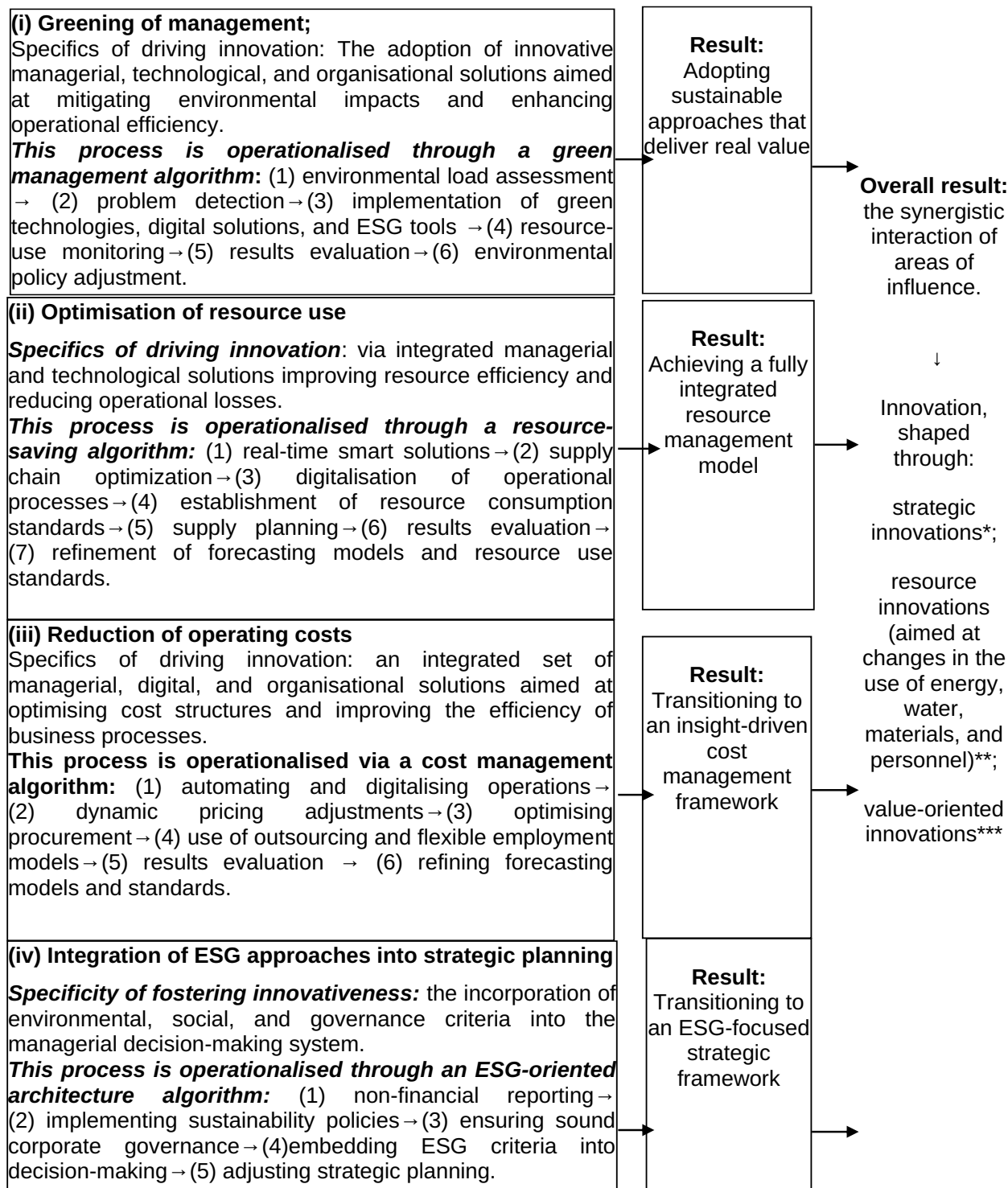


Figure 2. Specifics of the impact of sustainable development on the management activities of visitor economy enterprises

Notes: * Strategic innovation lies in the transition to long-term ESG-oriented management.

** Resource innovation involves introducing sustainable resource management approaches based on the principles of resource conservation, the circular economy, and digital efficiency monitoring.

*** Value innovation consists in applying a new management paradigm, where ESG values serve as the cornerstone.

Source: compiled by the authors based on [4; 10; 11; 17]

directions of influence forms a management model that combines economic efficiency, resource rationality, environmental responsibility, and social value. This combination is increasingly viewed as a key competitive advantage. Essentially, the innovative nature of management and marketing transformation within a sustainable development of the examined enterprises lies in a qualitative shift towards their operational logic. This shapes a new paradigm of efficiency and its associated competitive advantages, such as:

1. The transition from a focus on immediate profit-seeking to a focus on three-dimensional efficiency (economic, social, and environmental), which is considered a holistic competitive advantage.

2. The transition from a focus on price and market share to an ESG-driven focus on innovation, which is seen as a key market differentiator.

Conclusions. 1. Synthesising the theoretical approaches to the sustainable development of tourism and hospitality enterprises has shown that this type of growth aims to achieve a lasting balance of economic, social, and environmental outcomes. Furthermore, the findings illustrate that transforming management and marketing systems under this paradigm guarantees a transition for the investigated enterprises from fragmented approaches to integrated, ESG-oriented strategies, establishing innovativeness as the core systemic foundation of these changes.

2. By identifying and systematising the key pathways by which sustainable development influences tourism and hospitality enterprises' functioning, it has been established that: (i) in marketing, the primary influence is conveyed via green branding, environmental certification, socially responsible communications, and the cultivation of consumer trust; (ii) in management, the primary influences are greening, resource optimization, operational cost minimization, and the integration of ESG approaches into strategic planning.

At their core, the identified features and the algorithm framework of influences form ESG-oriented marketing and management models that deliver a new form of efficiency and its associated competitive advantages.

3. Regarding the results substantiating the innovative nature of the management and marketing transformation, it has been demonstrated that implementing sustainable development principles leads to a qualitative change in operational logic. This change is realised through targeted innovation: the transformation in management is underpinned by strategic, resource-based, and value-oriented dimensions, while in marketing it is shaped by product, digital, communication, and organisational dimensions.

Future research will focus on developing applied models to assess the effectiveness of transformations within the marketing and management systems of tourism and hospitality enterprises driven by sustainable development.

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