

УДК 338.48:640.4:005.21:330.131.7  
DOI: 10.31732/2663-2209-2025-78-89-95

## ІННОВАЦІЙНІ МОДЕЛІ УПРАВЛІННЯ ТА ЕКОНОМІЧНІ МЕХАНІЗМИ ВІДНОВЛЕННЯ ГОТЕЛЬНО-РЕСТОРАННОЇ ТА ТУРИСТИЧНОЇ ІНДУСТРІЇ У ПОСТКРИЗОВИЙ ПЕРІОД

**Анна Чернихівська**

Канд. екон. наук, доцент, старший викладач кафедри туризму та готельно-ресторанної справи,  
Київський національний університет технологій та дизайну, м.Київ, Україна, e-mail:  
chernykhivska.av@kntud.edu.ua, ORCID <https://orcid.org/0000-0001-9642-8471>

## INNOVATIVE MANAGEMENT MODELS AND ECONOMIC MECHANISMS FOR RECOVERY THE HOTEL, RESTAURANT AND TOURISM INDUSTRY IN THE POST- CRISIS PERIOD

**Anna Chernykhivska**

PhD in Economics (Candidate of Economic Sciences), Associate Professor, Senior Lecturer Department of  
Tourism and Hotel and Restaurant Business, Kyiv National University of Technologies and Design, Kyiv, Ukraine, e-  
mail: chernykhivska.av@kntud.edu.ua, ORCID <https://orcid.org/0000-0001-9642-8471>

**Анотація.** У статті досліджено ключові підходи до економічного відродження готельно-ресторанного бізнесу та туристичної галузі України в умовах посткризової реальності, що склалася під впливом пандемії, повномасштабної війни та глобальних економічних зрушень. У центрі уваги – виявлення трансформаційних процесів у сфері гостинності та туризму, які зазнали глибоких структурних змін. Особливо відчутними стали наслідки зменшення платоспроможного попиту та зниження довіри до внутрішнього ринку, що посилює потребу у модернізації управлінських підходів і переосмисленні стратегій розвитку галузей.

Наукове обґрунтування трансформації традиційних управлінських моделей базується на використанні інноваційних економічних механізмів, які включають цифровізацію сервісів, впровадження сталих екологічних практик, автоматизацію операцій та використання Big Data для аналізу ринку. Крім того, стратегічне партнерство з державними та міжнародними інституціями розглядається як запорука стійкості системи гостинності і туризму. У статті підкреслено необхідність створення сприятливого середовища для локального підприємництва, стимулювання інвестиційної активності та розбудови регіональних туристичних кластерів. Важливу роль у відновленні галузі відіграє адаптивна політика державної підтримки, що передбачає фіскальні стимули, грантові програми, пільгове кредитування та інституційну допомогу.

Особливу цінність має представлена авторська модель відновлення готельно-ресторанного та туристичного сектору, яка базується на п'яти ключових компонентах: інституційному, інфраструктурному, маркетинговому, фінансово-інвестиційному та соціальному. Інтеграція цих елементів формує синергійний ефект, який сприяє не лише стабілізації діяльності, а й підвищенню конкурентоспроможності об'єктів індустрії гостинності та туризму на регіональному та національному рівнях. Такий підхід відкриває нові можливості для інклюзивного економічного зростання, збереження культурної ідентичності та сталого розвитку туристичних дестинацій України.

**Ключові слова:** туризм, готельно-ресторанний бізнес, економічні механізми, інноваційні моделі управління, післякризове відновлення, державна підтримка, цифровізація, конкурентоспроможність.

**Формули:** 0; **рис.:** 1; **табл.:** 2, **бібл.:** 21

**Abstract.** This article explores key approaches to the economic revival of Ukraine's hotel and restaurant business and tourism industry in the post-crisis reality shaped by the pandemic, full-scale war and global economic shifts. The focus is on identifying transformational processes in the hospitality and tourism sectors, which have undergone profound structural changes. The consequences of declining effective demand and reduced trust in the domestic market have become particularly evident, increasing the need to modernize management approaches and rethink industry development strategies.

The scientific justification for transforming traditional management models is based on the application of innovative economic mechanisms, including the digitalization of services, the implementation of sustainable environmental practices, operational automation, and the use of Big Data for market analysis. Furthermore, strategic partnerships with governmental and international institutions are considered essential for ensuring the sustainability of the hospitality and tourism system. The article emphasizes the need to create a favorable environment for local entrepreneurship, stimulate investment activity and develop regional tourism clusters. An adaptive policy of state support – comprising fiscal incentives, grant programs, preferential lending, and institutional assistance – plays a vital role in industry recovery.

Of particular significance is the author's proposed model for restoring the hotel, restaurant and tourism sector, which is based on five key components: institutional, infrastructural, marketing, financial and investment and social. The

*integration of these elements generates a synergistic effect that contributes not only to activity stabilization but also to enhancing the competitiveness of hospitality and tourism entities at both regional and national levels. This approach opens new opportunities for inclusive economic growth, the preservation of cultural identity, and the sustainable development of tourist destinations in Ukraine.*

**Keywords:** tourism, hotel and restaurant business, economic mechanisms, innovative management models, post-crisis recovery, state support, digitalization, competitiveness.

**Formulas:** 0; fig.: 1; tabl.: 2; bibl.:21

**Problem Statement.** The hotel and restaurant business and the tourism industry in Ukraine are among the first to be affected by crisis phenomena – both global (pandemics, economic recessions) and regional (armed conflicts, energy shocks). In the post-crisis reality, the hospitality sector has faced unprecedented challenges. The loss of a significant part of the market, a decrease in tourist flows, a shortage of personnel, the destruction of infrastructure and an increase in energy costs have led to the need to rethink approaches to economic management of the industry. This requires the development of adaptive economic mechanisms that can ensure the recovery, stability and competitiveness of business in new conditions.

**Analysis of Recent Research and Publications.** Recent studies confirm that the post-crisis recovery of the tourism and hotel-restaurant industry necessitates the implementation of innovative economic mechanisms, enhanced adaptability, and active state involvement. Sigala highlights the pandemic's disruptive impact on global tourism and underlines the urgent need to reorient the sector through digitalization and social responsibility (Sigala, 2020). Buhalis supports this view, asserting that smart tourism technologies foster service personalization, flexibility, and resilience in crisis contexts (Buhalis, 2020). Similarly, Gretzel et al. stress the strategic role of smart solutions in enabling rapid adaptation to evolving consumer demands (Similarly, et al. 2015)

Ukrainian scholars focus on contextual adaptability. Melnyk emphasizes the significance of regional initiatives and cross-sector partnerships for effective recovery (Melnyk, 2022). Kozak advocates for innovative management models in hospitality as a response to uncertainty and competitiveness challenges (Kozak, 2023). Furthermore, research by Markina and Kutsenko outlines the necessity of financial

support mechanisms for SMEs (Markina, & Kutsenko, 2021). Belyavtsev and Pylypenko explore public-private partnerships as a catalyst for infrastructure modernization (Belyavtsev, & Pylypenko, 2021).

Thus, modern scientific approaches to the revival of the tourism sector combine digital transformations, innovative management, state support and local specifics, creating the basis for an effective recovery strategy.

**The Aim.** The purpose of the article is to identify and systematize effective economic mechanisms and innovative management models that ensure the revival of the hotel and restaurant business and the tourism industry in the post-crisis reality.

**Methods.** To achieve the objective of the study, a combination of general scientific and specialized methods was employed. Analysis and synthesis facilitated the generalization of contemporary scientific approaches, while the systemic approach identified the interrelationships among elements of economic mechanisms. The effectiveness of the implemented tools was evaluated using quantitative analytical methods. Comparisons and analogies aided the examination of international experience for its adaptation to Ukrainian conditions. Content analysis was utilized to examine regulatory documents and grant programs related to the recovery of tourism and the hotel and restaurant sector.

**Research Results.** The revival of the hotel and restaurant business and the tourism industry in the post-crisis reality requires a rethinking of economic mechanisms that stimulate growth, stability and competitiveness. These issues have become especially relevant after the pandemic and war turbulence, which caused significant losses to the hospitality economy. The main economic mechanisms that are currently used or have the prospect of implementation are: state support,

investment activity, tax incentives, digitalization and development of partnership clusters, eco-oriented entrepreneurship and international integration. In modern conditions, the role of state participation in stabilizing the industry remains critical. In particular, financial support programs for small and medium-sized businesses, tax holidays, compensation for employment, etc. are being implemented. According to a study by the European Bank for Reconstruction and Development, about 42% of tourism sector enterprises in Ukraine in 2023 took advantage of at least one state incentive program. This indicates an increase in the effectiveness of using budget mechanisms in recovery conditions (European Bank for Reconstruction and Development, 2024).

One of the key ones is the mechanism of direct and indirect state support. This includes subsidies, tax breaks, grant programs, energy efficiency compensation, investment insurance and employment support.

For example, within the framework of the program “Affordable Loans 5-7-9%” over 2,300 SME facilities in the tourism sector was financed for the period 2021–2023. Such mechanisms allow entrepreneurs to maintain liquidity, support staff and avoid bankruptcy in conditions of low demand (Ministry of Finance of Ukraine, 2024).

Investment activity plays an important role. The current trend is focused on attracting foreign direct investment in infrastructure restoration and the development of sustainable practices. An important component of the restoration is the mechanism for stimulating investment, in particular through public-private partnerships (PPPs), investment platforms, international financial institutions (IFIs) and local investment funds. In 2023–2024, five hotel construction projects in tourist regions of Ukraine worth over \$40 million were launched with the participation of the International Finance Corporation (IFC). Investments in tourism infrastructure are considered a multiplier for the development of related industries: transport, construction, manufacturing and agriculture (IFC, 2023).

For example, in 2024, more than 20 hotel reconstruction projects involving foreign capital were launched in Ukraine as part of the Green

Recovery initiative (Ministry of Finance of Ukraine, 2024).

In modern conditions, a separate role is played by the tax regulation mechanism, which includes tax holidays, reduced VAT rates for accommodation services, deferred tax payment in combat zones, etc. The experience of Croatia, which reduced VAT on hotel services to 10% during the post-crisis recovery of tourism after the 1990s, shows an increase in tourism revenues by 23% over 3 years (OECD, 2022).

Ukrainian legislation partially adopts this experience: in 2022, the VAT rate on hotel services was temporarily reduced to 7% (Verkhovna Rada of Ukraine, 2022).

No less important is the mechanism for modernizing the resource base – including digitalization, greening and innovative technologies. For example, the implementation of cloud PMS systems, mobile check-in, CRM for personalized services allows not only to optimize costs, but also to increase customer loyalty.

According to a survey by Skift Research, in 2023, hotels that have implemented digital service platforms increased room occupancy by an average of 17% (Skift Research, 2023).

Digitalization has become one of the most dynamic economic drivers. The use of online platforms, hotel management systems (PMS), chatbots, CRM and intelligent analysis of consumer behavior contributes to increasing the efficiency of operations and personalization of service.

According to Statista, global spending on digitalization of tourism in 2023 reached over 82 billion USD, and the average ROI of such investments for small hotels was 15–18% (Statista, 2024).

The importance of local economic development mechanisms is also growing, in particular the creation of tourism clusters, associations of hotel and restaurant businesses and the development of a creative economy based on cultural heritage. Tourism clusters allow integrating value chains, jointly promoting products, reducing transaction costs and increasing innovation potential. For example, in the Carpathian region, the tourism cluster “Hospitable Transcarpathia” united 47 establishments in 2023, which allowed attracting

joint financing in the amount of over 10 million UAH (Agency for Regional Development of Zakarpattia, 2023).

Special attention should be paid to the mechanism of international technical assistance and grant funding, which plays the role of an "external incentive" for the implementation of changes. EU programs (EU4Business, COSME), USAID, GIZ, UNDP provide micro- and mini-grants for the creation or adaptation of a tourist product, the development of green hotels, and personnel training. In 2023 alone, the EU4Business program provided over 400 grants for small-scale tourism in Ukraine (EU4Business, 2024).

A key indicator of the effectiveness of economic mechanisms is economic adaptability – the ability of hotel and restaurant establishments to quickly respond to market changes, restore business models, and form new revenue channels. The table below shows a summary of the main economic mechanisms by impact and effectiveness criteria.

Effective recovery of the hotel and restaurant business is possible only if various economic mechanisms are used in a comprehensive manner that complements each other. They must be adaptive, accessible to small businesses, focused on sustainable development, and closely integrated with regional policy.

*Table 1.*

**Main economic mechanisms for the revival of the hotel and restaurant business and tourism**

Mechanism	Implementing entity	Expected effect
State subsidies	Government/local authorities	Preserving employment, liquidity
Tax benefits	State Tax Service	Reducing tax burden
Investment support	IFC, EBRD, private funds	Expanding infrastructure
Digitalization	Business/IT platforms	Increasing efficiency
Clustering	Local authorities + business	Synergy, revenue growth
International aid	EU, UNDP, USAID	Training, supporting SMEs

*Source: built by the authors on the basis of (Cloudbeds, 2024, Kozak, 2023)*

Innovative management models are key tools for adapting the hotel and restaurant business and the tourism sector to the challenges of the new economic reality. In the context of post-crisis recovery (pandemic, war, energy shocks), the management of hospitality enterprises is transforming from traditional vertical-hierarchical approaches to dynamic, customer-oriented, digital models based on flexibility, data and sustainable development.

One of the leading models has become the adaptive management model, which involves operational changes in business processes based on external conditions, analysis of market trends, and consumer behavior. Hotels and restaurants apply the principles of agile management, lean approaches and scenario planning, which allows minimizing risks and reducing operating costs (Accor Group, 2023).

The data-driven model has become increasingly popular. It involves the use of Big Data, CRM systems, and customer behavior analytics to make strategic decisions. In the practice of hotel and tourism management, this is manifested in personalized offers, dynamic pricing, and reputation management. According to Statista, in 2024, 68% of hotels in the EU used analytics based on customer data to form rates (Statista, 2024).

Another innovative model is the platform management model, which transforms the traditional structure of the enterprise into an open business system, where digital platforms (OTA, PMS, API integrations, payment gateways and service aggregators) play a key role (Cloudbeds, 2024).

The service design thinking model deserves special attention, which is based on a deep understanding of the customer experience

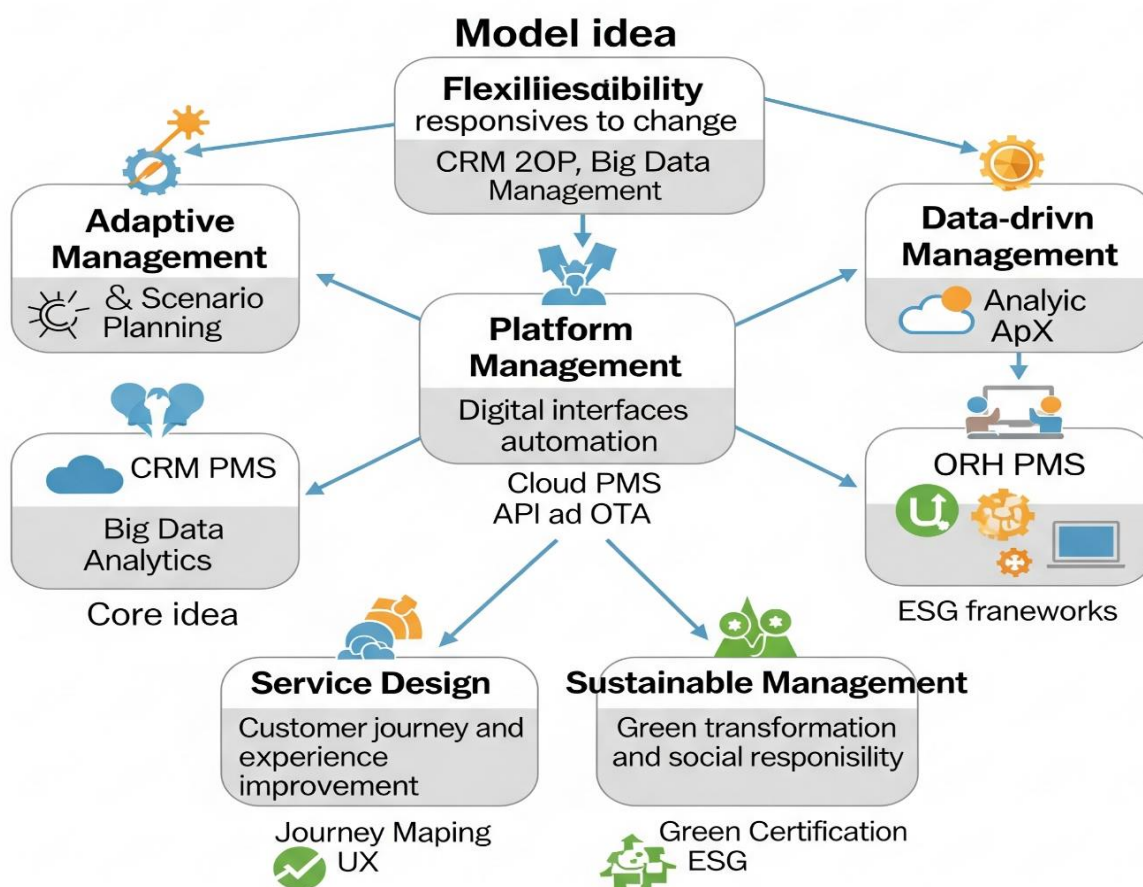
(Customer Journey Mapping) and user involvement in the development of the service. In the restaurant business, this approach allows you to adapt the menu, interior, and form of service to changing consumer expectations (Noma Projects, 2022).

The sustainable management model has gone beyond just environmental orientation and encompasses energy efficiency, social responsibility, cost transparency and green marketing. For example, Green Key certification has become the basis of management strategies for over 900 hotels worldwide, where water

consumption, food chains and recycling have been optimized (Green Key Global, 2023).

Based on the conducted research and generalized practices, an author's model of innovative management in the hotel and tourism sector was proposed, which is based on three interrelated components: digital transformation, strategic planning, and integration of sustainable development. These elements form the core of an effective model that ensures competitiveness and long-term success of the business in conditions of rapid changes in the external environment (fig. 1).

## Innovative management models



**Fig. 1 Innovative management models in hospitality and tourism**

Source: built by the authors on the basis of (Gretzel, et al., 2015, Hall, & Gössling, 2016, Melnyk, 2022)

The table 2 below summarizes key innovative management models with examples of their implementation.

Table 2.

### Progressive management concepts in tourism and hospitality

Model	Main idea	Tools
Adaptive	Flexibility and responsiveness to change	Agile, Scenario Planning
Data-driven	Data-driven management	CRM, Big Data, Analytics
Platform	Digital interfaces and automation	Cloud PMS, API, OTA
Service design	Customer experience design	Journey Mapping, UX
Sustainable management	Green transformation + social responsibility	Green Certification, ESG

Source: built by the authors on the basis of (Gretzel, et al., 2015, Hall, & Gössling, 2016, Melnyk, 2022)

Particularly important is the restoration of the hotel, restaurant, and tourism industry in frontline and de-occupied regions, which plays a crucial role in ensuring socio-economic stability and promoting sustainable development. After prolonged military operations, these regions require not only infrastructure reconstruction but also the implementation of innovative management models that consider the specific challenges of the post-crisis period and ensure the flexibility and resilience of business processes.

Innovative management models in the hotel, restaurant, and tourism sectors in frontline and de-occupied regions involve an adaptive approach grounded in flexible planning and rapid response to evolving market conditions. In particular, the active adoption of digital technologies such as online booking platforms, property management systems (PMS), and mobile applications enables swift adjustments in business operations, resource optimization, and effective communication with consumers.

Regarding economic recovery mechanisms, state support in the form of tax incentives, grants, and subsidies is pivotal in stimulating investments aimed at infrastructure modernization and the introduction of environmentally friendly technologies. Emphasis is placed on the development of local supply chains and the establishment of partnership networks among hospitality enterprises, which not only fosters economic sustainability but also enhances business security and social responsibility.

Furthermore, the creation of special economic zones or tourist clusters with tailored business incentives generates additional motivation for the growth of the hospitality industry. This, in turn, contributes significantly to the revitalization of the regional economy and the improvement of the socio-economic well-being of the local population.

**Conclusions.** The conducted study confirms that the revival of the hotel and restaurant business and the tourism industry in Ukraine under post-crisis conditions requires a systemic, interdisciplinary approach. Sustainable recovery hinges on the synergy of state support, a favorable investment environment, digital transformation, environmental focus, and integration into international aid programs. Adaptability, innovation, and contextual relevance are critical to building resilience and flexibility. The application of innovative management tools – such as digital platforms, CRM systems, cloud-based PMS, big data analytics and automated services – emerges as a strategic imperative for operational excellence. Furthermore, the establishment of tourism clusters, horizontal partnerships, and public-private cooperation ensures long-term sustainability. A holistic recovery strategy should balance immediate anti-crisis actions with long-term economic mechanisms, grounded in global practices and tailored to the national context. The coordinated effort of the state, business sector, and civil society will be pivotal in restoring a competitive and future-ready tourism and hospitality industry.

## References:

1. Accor Group. (2023). *Scenario planning in hospitality*. <https://group.accor.com>
2. Agency for Regional Development of Zakarpattia. (2023). *Cluster development of tourism*. <https://arr.uzh.ua>
3. Belyavtsev, I. O., & Pylypenko, O. O. (2021). PPP as a tool for restoring tourism infrastructure. *Scientific Bulletin of V. N. Karazin Kharkiv National University. Series "Economics"*, (1014), 110–115.
4. Buhalis, D. (2020). Technology in tourism—from information communication technologies to eTourism and smart tourism towards ambient intelligence tourism: A perspective article. *Tourism Review*, 75(1), 267–272. <https://doi.org/10.1108/TR-06-2019-0258>
5. Cloudbeds. (2024). *How small hotels use PMS integration*. <https://www.cloudbeds.com>
6. European Bank for Reconstruction and Development. (2024). *Report on the state of the tourism business in Ukraine*. <https://www.ebrd.com>
7. EU4Business. (2024). *Annual tourism MSME support report*. <https://eu4business.org.ua>
8. Gretzel, U., Werthner, H., Koo, C., & Lamsfus, C. (2015). Smart tourism: Foundations and developments. *Electronic Markets*, 25, 179–188. <https://doi.org/10.1007/s12525-015-0196-8>
9. Green Key Global. (2023). *Sustainable certification in hospitality*. <https://www.greenkey.global>
10. Hall, M. C., & Gössling, S. (2016). *Sustainable tourism futures: Perspectives on systems, restructuring and innovations*. Routledge.
11. IFC. (2023). *Ukraine hotel development program*. <https://www.ifc.org>
12. Kozak, O. V. (2023). Innovative management models for the hotel and restaurant business under uncertainty. *Halytskyi Economic Herald*, (1), 122–129.
13. Markina, I. A., & Kutsenko, V. S. (2021). State support for tourism business during the pandemic. *Economy and the State*, (7), 42–46.
14. Melnyk, O. Y. (2022). Mechanisms of regional development of the tourism sector in post-crisis recovery. *Regional Economy*, (3), 57–65.
15. Ministry of Finance of Ukraine. (2024). *Report on implementation of the 5-7-9% program*. <https://mof.gov.ua>
16. Noma Projects. (2022). *Rethinking restaurant models*. <https://noma.dk>
17. OECD. (2022). *Tax policy for tourism recovery*. <https://www.oecd.org>
18. Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*, 117, 312–321. <https://doi.org/10.1016/j.jbusres.2020.06.015>
19. Skift Research. (2023). *Hospitality tech transformation*. <https://research.skift.com>
20. Statista. (2024). *Big data use in hotel pricing strategies*. <https://www.statista.com>
21. Verkhovna Rada of Ukraine. (2022). *Law of Ukraine No. 2142-IX*. <https://zakon.rada.gov.ua>