

УДК 657.6:008

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DOI: 10.32702/2306-6792.2025.21.204

INNOVATIVE STRATEGIES FOR THE DEVELOPMENT OF LOGISTICS AND ENTREPRENEURSHIP IN THE PRODUCTION OF TRANSPORT, TOURISM, AND HOTEL AND RESTAURANT SERVICES

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ІННОВАЦІЙНІ СТРАТЕГІЇ РОЗВИТКУ ЛОГІСТИКИ ТА ПІДПРИЄМНИЦТВА В СФЕРІ ВИРОБНИЦТВА ТРАНСПОРТНИХ, ТУРИСТИЧНИХ ТА ГОТЕЛЬНО-РЕСТОРАННИХ ПОСЛУГ

In the context of the active development of the market for service products and services, the innovatisation of logistics, the tourism business, transportation, and hotel and restaurant services is crucial for ensuring that entrepreneurs in these sectors can compete effectively in the market and occupy advantageous positions, while simultaneously maintaining stable demand, profitability, and growth. The purpose of this article is to examine modern innovative strategies for the development of logistics and the production of transportation, tourism, and hotel and restaurant services, as well as to determine their impact on improving the efficiency and competitiveness of entrepreneurship. The study's findings indicate that the process of innovating development strategies for logistics and the production of transport, tourism, and hotel and restaurant services is most effective when it operates through influences on the system of interconnections, which

encompasses the network of interactions between entrepreneurs and other business entities, as well as their strategic processes. Such influences are directed towards: the digitalization of logistics processes and the integration of transport and tourism services; digitalization, personalization, and innovative marketing; service integration and the development of innovative business models; sustainable development; and other strategies, including personalization, marketing, and business model development. Innovative strategies are most effective when implemented as a system, which ensures: digitalisation, serving as the technological foundation for all other strategies by enabling data processing, process automation, and the integration of information flows; service integration, creating operational unity and facilitating interaction between transport, tourism, and hotel and restaurant services; personalisation and marketing, which stimulate demand; sustainable development, which supports social responsibility and strengthens competitive advantages; innovative business models, which realize new commercial opportunities. Moreover, the study demonstrates that the comprehensive application of these strategies generates a synergistic effect, significantly enhancing the efficiency of autonomous, proactive, and systematic activities in the transport, tourism, and hotel and restaurant sectors.

В умовах активного розвитку ринку сервісних продуктів та послуг інноватизація логістики та туристичного бізнесу, транспорту та готельно-ресторанного обслуговування є ключовими для забезпечення здатності підприємців цих сфер протистояти конкурентам на ринку та займати вигідні позиції, забезпечуючи при цьому стійкий попит, прибутковість і розвиток. Метою даної статті є дослідження сучасних інноваційних стратегій розвитку логістики та виробництва транспортних, туристичних та готельно-ресторанних послуг, а також визначення їхнього впливу на підвищення ефективності та конкурентоспроможності підприємництва. За результатами дослідження констатовано, що процес інноватизації стратегій розвитку логістики та виробництва транспортних туристичних та готельно-ресторанних послуг найкраще здійснювати через впливи на систему взаємозв'язків, які зачіпають мережу взаємодій підприємців з іншими суб'єктами бізнесу та їх стратегічними процесами. Серед таких впливів спрямовані на: цифровізацію логістичних процесів та інтеграцію транспортних та туристичних сервісів; цифровізацію, персоналізація та інноваційний маркетинг; інтеграція сервісів, розвиток інноваційних бізнес-моделей; сталий розвиток та всі інші стратегії; персоналізацію, маркетинг та розвиток бізнес-моделей. За результатами дослідження констатовано, що процес інноватизації стратегій розвитку логістики та виробництва транспортних туристичних та готельно-ресторанних послуг найкраще здійснювати через впливи на систему взаємозв'язків, які зачіпають мережу взаємодій підприємців з іншими суб'єктами бізнесу та їх стратегічними процесами. Серед таких впливів спрямовані на: цифровізацію логістичних процесів та інтеграцію транспортних та туристичних сервісів; цифровізацію, персоналізація та інноваційний маркетинг; інтеграція сервісів, розвиток інноваційних бізнес-моделей; сталий розвиток та всі інші стратегії; персоналізацію, маркетинг та розвиток бізнес-моделей. Закономірно інноваційні стратегії найбільш ефективні, якщо діють як система, що забезпечує: цифровізацію, яка виступає технологічною основою для всіх інших стратегій, забезпечуючи обробку даних, автоматизацію процесів та інтеграцію інформаційних потоків; інтеграцію сервісів, що формує операційну єдність, забезпечуючи взаємодію транспортних, туристичних та готельно-ресторанних послуг; персоналізацію та маркетинг, що стимулюють попит, а сталий розвиток підтримує соціальну відповідальність і зміцнює конкурентні переваги; інноваційні бізнес-моделі, що реалізують нові комерційні можливості. Доведено, що комплексне застосування цих стратегій формує синергетичний ефект, що значно підвищує ефективність самостійної, ініціативної, систематичної діяльності у транспортній, туристичній та готельно-ресторанній сферах.

Key words: tourism; logistics; transport; entrepreneurship; tourism entrepreneurship; transport entrepreneurship; food service entrepreneurship; transport, tourism, and hotel and restaurant products and services.

Ключові слова: туризм; логістика; транспорт; підприємництво; підприємництво у сфері туризму; підприємництво у сфері транспорту; підприємництво у сфері громадського харчування; транспортні, туристичні та готельно-ресторанні продукти та послуги.

PROBLEM STATEMENT

In the context of the active development of the market for service products and services, the innovation of logistics, the tourism business, transportation, and the hotel and restaurant industry is crucial to ensuring the ability of entrepreneurs in these sectors to compete in the market and secure advantageous positions, while

simultaneously maintaining stable demand, profitability, and growth. According to research conducted by Ernst & Young Global Limited in 2024, the implementation of innovative technologies in the transportation sector can reduce delivery times by 20—30% and cut costs by 15—25%, while in the hotel and tourism sectors, it can increase profitability by 20—30%. It means that

Table 1. Key examples of the innovatisation of development strategies for logistics and entrepreneurship in the production of transport, tourism, and hotel and restaurant services

Area of strategy innovatisation	Directions of strategy innovatisation	Features of strategy innovatisation
Transport sector (Entrepreneurship in transportation)	Digitalisation of logistics	Use of GPS and IoT systems to track the movement of cargo and passengers in real time.
	Eco-friendly technologies	Implementation of electric buses, hybrid, or hydrogen-powered vehicles.
	Service automation	Online check-in, mobile applications for ticket booking and payment.
	Data analytics	Passenger flow forecasting and route optimization using Big Data.
Tourism sector (Entrepreneurship in tourism)	Digital platforms	Interactive tourist maps, online tour booking, mobile apps for excursions.
	Virtual and augmented reality	Virtual tours of landmarks or hotels prior to actual visits.
	Innovative services	Personalized itineraries, integration with transport services, "smart" recommendations based on tourist preferences.
	Green tourism	Eco-friendly routes, eco-hotels, support for local communities.
Hotel and restaurant sector (Entrepreneurship in hospitality)	Process automation	Online booking, contactless payment, property management systems (PMS).
	Digital services for guests	Mobile room keys, in-room service apps, chatbots for guest support.
	Innovations in menu and dining	Healthy and eco-friendly products, 3D-printed food, interactive menus.
	Analytics and marketing	Use of Big Data for demand forecasting and personalized guest offerings.

Source: created by the authors based on [1; 3; 5–6].

entities in these sectors are more competitive if they:

- offer cutting-edge products and services that attract customers;
- have solutions to quickly adapt to changes in the market and demand;
- have solutions to efficiently utilize resources and innovations to reduce costs and increase revenue;
- have solutions to maintain a positive image and consumer trust.

In fact, this concerns not only the overall improvement of entrepreneurs' ability to survive and grow among other market players through the intensive development of innovations in response to changing consumer priorities and increasing service quality demands, but also the implementation of advanced management strategies and the optimization of logistics processes.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The issues of developing strategies for logistics and entrepreneurship in the production of transport, tourism, and hotel and restaurant services have been explored in the works of Svitlynets O., Horishevskyi P., Khalilova-Chuvaieva Yu., Lysiuk T., Tereshchuk O., Pasichnyk M. I., Mashika H., Zelic V., Kiziun A., Maslyhan R., and others.

In particular, these scholars highlight the key challenges in forming development strategies for logistics and entrepreneurship in the tourism and hotel and restaurant sectors, including: a low level of integration of modern logistics technologies, insufficient use of digital platforms for managing tourist flows, weak coordination between enterprises across different segments of the hospitality industry, limited funding for innovative projects, and the need to improve staff qualifications to ensure competitiveness in both national and international markets.

At the same time, the specific nature of innovatisation of these strategies has been almost entirely overlooked in the scientific literature, which underscores the need for further research in this area.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The purpose of this article is to examine modern innovative strategies for the development of logistics and the production of transportation, tourism, and hotel and restaurant services, as well as to determine their impact on improving the efficiency and competitiveness of entrepreneurship.

THE PAPER MAIN BODY

The modern development of the transport, tourism, and hotel and restaurant sectors is impossible without innovation, specifically through the innovatisation of existing strategies. It should be noted that innovatisation is carried out by implementing innovations in entrepreneurial activities to enhance efficiency, competitiveness, and the quality of services or products. In other words, this process involves not merely

generating new ideas but systematically integrating innovations into strategies, which enables:

1. The optimization of operational and logistics processes.
2. The improvement of service quality and customer satisfaction.
3. The utilization of new technologies, digital platforms, and automated systems.
4. The reduction of costs and the more efficient use of resources employed in the production of goods and services.
5. The provision of competitive advantages for entrepreneurs in the market.

Accordingly, within the framework of this study, innovatisation is examined through the lens of "innovative development strategies," which focus on systematic plans and approaches for implementing cutting-edge technologies, methods, and organizational solutions to enhance the efficiency, competitiveness, and sustainability of entrepreneurship in specific economic sectors.

In simple terms, these are ways to develop autonomous, proactive, and systematic activities based on innovations—whether technological, managerial, marketing, or service-oriented. The following key characteristics of innovative development strategies are proposed [1; 5—6]:

1. Novelty, which involves the application of new technologies, approaches, or business models in the production of transport, tourism, and hotel and restaurant products and services.
2. Goal-orientation which means that the strategy establishes specific objectives for the entrepreneur.
3. Systematic approach, which encompasses a set of strategic measures that are interrelated and mutually reinforcing.
4. Efficiency-orientation, which aims to increase productivity, reduce costs, and improve the quality of transport, tourism, and hotel and restaurant services.
5. Adaptability which refers to the entrepreneur's ability to respond quickly to changes in the market, technologies, and consumer needs.

It should be noted that, in the context of transport, tourism, and hotel and restaurant services, innovative development strategies may include the digitalization of logistics, service integration, the implementation of "green" technologies, personalized services, and new business models. Key examples of the innovatisation of strategies in these sectors are presented in Table 1.

Based on the above directions and features of innovatisation, the following key innovative development strategies for logistics and entrepreneurship in the production of transport,

tourism, and hotel and restaurant services have been identified [3; 5—6]:

1. Strategies for the digitalization of logistics processes. It refers to the entrepreneur's use of modern information systems to optimize transport routes, control inventories and resources, improve planning accuracy, and enhance customer service speed. Digital platforms for booking tourism and hospitality services facilitate the integration of supply chains and improve the overall customer experience.

2. Strategies for the integration of transport and tourism services. It involves the comprehensive combination of transport, tour, and hospitality services into unified service packages, which increases customer convenience, reduces costs, and optimizes management processes. This strategy also includes the development of partnership networks and cooperation among various market participants.

3. Strategies for implementing "green" and sustainable practices. It includes the entrepreneur's use of energy-efficient transport, route optimization to reduce CO₂ emissions, and the adoption of environmental standards in the hotel and restaurant sectors. Such practices not only provide a competitive advantage but also represent a form of corporate social responsibility.

4. Strategies for personalization and innovative marketing. This strategy relies on the entrepreneur's use of data analytics, artificial intelligence, and Big Data to create individualized offers, forecast demand, and manage service seasonality. These measures help increase customer loyalty and improve business profitability.

5. Strategies for the development of innovative business models. It involves the creation and application of resource-sharing platforms (sharing economy), mobile booking applications, and interactive services. It also includes the implementation of subscription-based models and package offers, which open new revenue streams and expand market opportunities.

The implementation of these strategies by entrepreneurs requires a systematic approach, a high level of professional training of personnel, and the ability to adapt to rapidly changing market conditions. The comprehensive application of innovative technologies and strategies makes it possible to significantly enhance the efficiency of logistics and entrepreneurial activities in the transport, tourism, and hotel and restaurant sectors.

It should be noted that innovative strategies in logistics and in the production of transport, tourism, and hotel and restaurant services do not exist in isolation—they form an integrated system

Table 2. Interrelationships among innovative development strategies in logistics and entrepreneurship within the transport, tourism, and hospitality sectors

Key aspects of interconnection	Nature of the interconnection of innovative strategies	Advantages of the interconnection of innovative strategies
Digitalisation of logistics processes ↔ Integration of transport and tourism services	Digital management systems (ERP, TMS, CRM) ensure rapid data exchange between transport companies, tour operators, and hotels.	Enables the formation of comprehensive tourist packages, optimisation of transport routes, and real-time control of resource inventories.
Digitalisation ↔ Personalisation and innovative marketing	Data analytics and artificial intelligence, implemented through digital platforms, enable the creation of personalised offers for clients, demand forecasting, and increased customer loyalty.	Facilitates the digitalisation of core strategic initiatives, which serves as the technological foundation for personalisation.*
Service integration ↔ Development of innovative business models	The comprehensive interaction among transport, tourism, and hospitality services creates opportunities for the development and implementation of new business models.	Expands the market and allows enterprises to offer comprehensive and flexible products (such as package services, mobile booking applications, subscription models, and resource-sharing platforms).
Sustainable development ↔ All other strategies	Ecological and “green” practices penetrate all areas: route optimisation, efficient use of resources in hotel and restaurant businesses, and digital monitoring of energy and water consumption.	The implementation of sustainable practices enhances competitiveness and positively influences the enterprise’s brand, which is particularly important for personalisation and marketing.
Personalisation and marketing ↔ Business model development	Innovative marketing tools make it possible to test new business models, evaluate their effectiveness, and adapt offers to specific customer segments.	Ensures flexibility and enables enterprises to rapidly adapt to changes in demand.

Note:

* Without digitalisation, service integration becomes inefficient, and delays and errors reduce the quality of service.

Source: created by the authors based on [1; 4-6]

in which each entrepreneurial strategy reinforces the effect of the others. This interconnection can be examined through several key aspects of interaction between entrepreneurs and other business entities, as well as their strategic processes, including:

- digitalization of logistics processes ↔ integration of transport and tourism services;
- digitalization ↔ personalization and innovative marketing;
- service integration ↔ development of innovative business models;
- sustainable development ↔ all other strategies;
- personalization and marketing ↔ business model development.

The interrelationship of innovative strategies is presented in greater detail in Table 2.

Thus, the process of innovating strategies is best carried out through a specific system of inter-

connections that can be represented as a network of interactions between various actors and strategic processes.

For example, the implementation of digital management systems enables the integration of transportation and hotel bookings into a single platform, reducing customer service time and lowering operational costs; at the same time, personalized offers and marketing campaigns increase tourist loyalty, while the use of sustainable practices reduces energy consumption and enhances corporate social responsibility. As a result, companies can create new business models, such as package tours that combine transportation and accommodation services, thereby opening up additional sources of revenue.

CONCLUSIONS

The study concludes that the process of innovating strategies for the development of logistics

and the provision of transport, tourism, and hotel-restaurant services is best carried out through influences on the system of interconnections, which affect the network of interactions between entrepreneurs and other business actors as well as their strategic processes. It has been demonstrated that such influences are directed towards: the digitalization of logistics processes and the integration of transport and tourism services; digitalization, personalization, and innovative marketing; service integration and the development of innovative business models; sustainable development and other strategies; personalization, marketing, and business model development.

It has been established that innovative strategies are most effective when they operate as a system, ensuring: digitalization, which serves as the technological foundation for all other strategies by enabling data processing, process automation, and information flow integration; service integration, which creates operational unity by ensuring the interaction of transport, tourism, and hotel-restaurant services; personalization and marketing, which stimulate demand; sustainable development, which supports social responsibility and strengthens competitive advantages; and innovative business models, which realize new commercial opportunities.

It has been proven that the comprehensive application of these strategies generates a synergistic effect, significantly enhancing the effectiveness of independent, proactive, and systematic activity in the transport, tourism, and hotel-restaurant sectors.

In our view, the prospects for further research lie in applying these results to develop models of digitalization and service integration. In particular, a more in-depth study of the impact of modern information technologies, platforms, and automation systems on the efficiency of interactions between transport, tourism, and hotel-restaurant services is possible.

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Стаття надійшла до редакції 20.10.2025 р.