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**IMPLEMENTATION OF INNOVATIVE TECHNOLOGIES
IN THE CUSTOMER SERVICE SYSTEM**

**ВПРОВАДЖЕННЯ ІННОВАЦІЙНИХ ТЕХНОЛОГІЙ
В СИСТЕМУ СЕРВІСНОГО ОБСЛУГОВУВАННЯ КЛІЄНТІВ**

The article is devoted to the study of an integrated customer service system, its components and interaction with customers, which allows identifying problematic issues, determining the need for innovative technologies and developing effective strategies for their implementation. The publication examines specific innovative technologies used in the customer service system, studies the impact of innovative technologies on the customer service system, as well as analyses their effectiveness and opportunities for improving the quality of service and meeting customer needs, and also explores the concept and essence of innovative technologies in the hotel and restaurant business. The current system of customer service is analysed and the main factors influencing innovation activity are identified. The potential impact of the introduction of innovative technologies on customer satisfaction and retention is assessed, and approaches to developing an innovative development strategy are considered. Practical recommendations for the introduction of innovative technologies in the customer service system are developed and their impact on business efficiency is studied.

Key words: implementation, hotel and restaurant enterprise, innovative technologies, maintenance, service.

Стаття присвячена дослідженню складної системи обслуговування клієнтів, її складових та взаємодії з клієнтами, що дозволяє виявити проблемні моменти, визначити потреби в інноваційних технологіях та розробити ефективні стратегії їх впровадження. Сучасний бізнес стикається зі зростаючими вимогами споживачів та змінами в технологічному середовищі. Одним з ключових факторів успіху підприємств є здатність адаптуватися до швидких технологічних змін та задовольняти зростаючі потреби клієнтів. У цьому контексті впровадження інноваційних технологій у систему обслуговування клієнтів стає все більш важливим для підприємств, які прагнуть залишатися конкурентоспроможними на ринку. Актуальність теми полягає в необхідності відповідати постійно мінливим потребам і очікуванням клієнтів, забезпечувати конкурентну перевагу, підвищувати ефективність і якість обслуговування, а також відкривати нові можливості в системі обслуговування клієнтів, дослідження впливу інноваційних технологій на систему обслуговування клієнтів, а також аналіз їх ефективності та можливостей для підвищення якості обслуговування та задоволення потреб клієнтів, а також поняття та сутність інноваційних технологій в готельно-ресторанному бізнесі. Проаналізовано існуючу систему обслуговування клієнтів та визначено основні фактори, що впливають на інноваційну активність. Оцінено потенційний вплив впровадження інноваційних технологій на задоволеність та утримання клієнтів, а також розглянуто підходи до розробки стратегії інноваційного розвитку. Розроблено практичні рекомендації щодо впровадження інноваційних технологій в систему обслуговування клієнтів та досліджено їх вплив на ефективність бізнесу. У цьому дослідженні розглядаються різні аспекти впровадження інноваційних технологій в систему обслуговування клієнтів, вивчається вплив цих технологій на бізнес та визначаються фактори успіху. Робота спрямована на розширення знань та розуміння процесу впровадження інновацій, що допоможе підприємствам більш ефективно використовувати нові технології в обслуговуванні клієнтів та забезпечить їх конкурентоспроможність на ринку.

Ключові слова: впровадження, інноваційні технології, готельно-ресторанне підприємство, обслуговування, сервіс.

Problem statement. The transition to innovative technologies in the customer service system requires a comprehensive approach and careful analysis. The introduction of new technologies can affect all aspects of business, including service processes, communication with customers, development of products and services, integration of connected systems and much more. Therefore, the effective implementation of innovative technologies requires careful planning, strategy development and definition of success criteria.

Analysis of recent research and publications. The introduction of innovative technologies into the customer service system is necessary for modern enterprises, the works of modern researchers such as: Vatchenko O. [2], Vasylychenko I., Goncharenko T. [6], Guturova O., Levchenko O., Sysoeva S, Cherevko O., Schumpeter J. [9], Yaruta M. [3] and others. Their scientific works became the basis for the research.

The purpose of the article. This study aims to examine in detail the process of introducing innovative technologies into the customer service system and find out its impact on business efficiency. The main goal is to provide businesses with valuable information and recommendations that will help them effectively implement innovative technologies in their customer service system.

Presentation of the main material. The term «innovation» was introduced into the scientific lexicon by Schumpeter J. The scientist defined innovation as a process resulting from the introduction of new or improved technical, technological or organizational solutions into production, supply, sales and service processes. In the economic literature, it is generally recognized that innovations include new or improved services or processes, products that are introduced with the help of changes in the management process to achieve economic, social, scientific and technical, environmental or other types of effects [6]. The main components of the concept of "innovation" are shown in Fig. 1.

The concept of profitability can have various manifestations, including: financial gain, improvement

of employee morale and corporate solidarity, creation of a favorable working environment, contribution to public life. One of the key elements of the concept of profitability is the definition of the target audience and the development of products and services that satisfy their needs and requirements. Businesses must analyze market trends, understand their customers' priorities and offer unique propositions that provide significant value. An important stage in the study of innovations is their classification, which includes the division of innovations into groups according to defined characteristics and goals. Figure 2 shows the main types of innovation.

These types of innovations reflect different aspects of the innovation process and can be used by enterprises to achieve various goals and obtain positive results (Fig. 3).

Innovative activity, described as a process aimed at the development and implementation of new scientific research in the form of improved or completely new products, services or processes, with their subsequent commercialization for profit. The main stages of innovative activity are indicated in table 1.

Innovative technologies represent new technical and organizational solutions that contribute to the improvement of production, service and other processes with the help of new ideas, methods and means. They cover both new materials and production technologies, as well as new methods of management, marketing and customer service. The main roles of innovative technologies are shown in Fig. 4. Innovative technologies perform key functions, such as increasing productivity, improving quality, ensuring competitive advantage and expanding the range of products or services of the enterprise. Table 2 shows the main tasks of implementing innovative technologies. Therefore, innovative technologies act as new and improved methods of work aimed at improving the efficiency of the hotel and restaurant business, increasing competitiveness and achieving the strategic goals of the enterprise. In the modern restaurant industry, innovation plays a key role in ensuring competitiveness

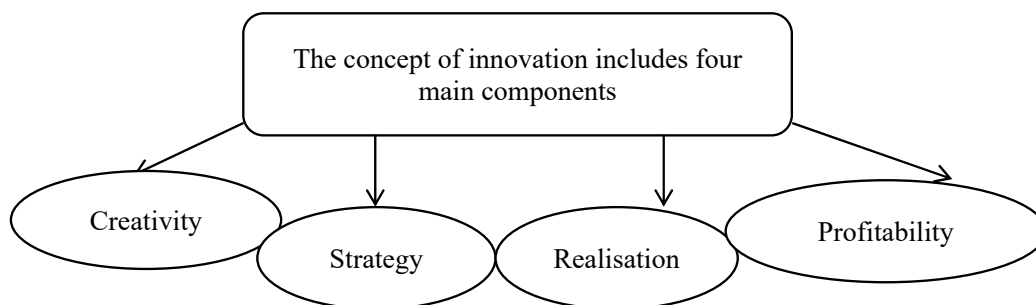


Figure 1. The main components of the concept of innovation

Source: compiled by the authors [6]

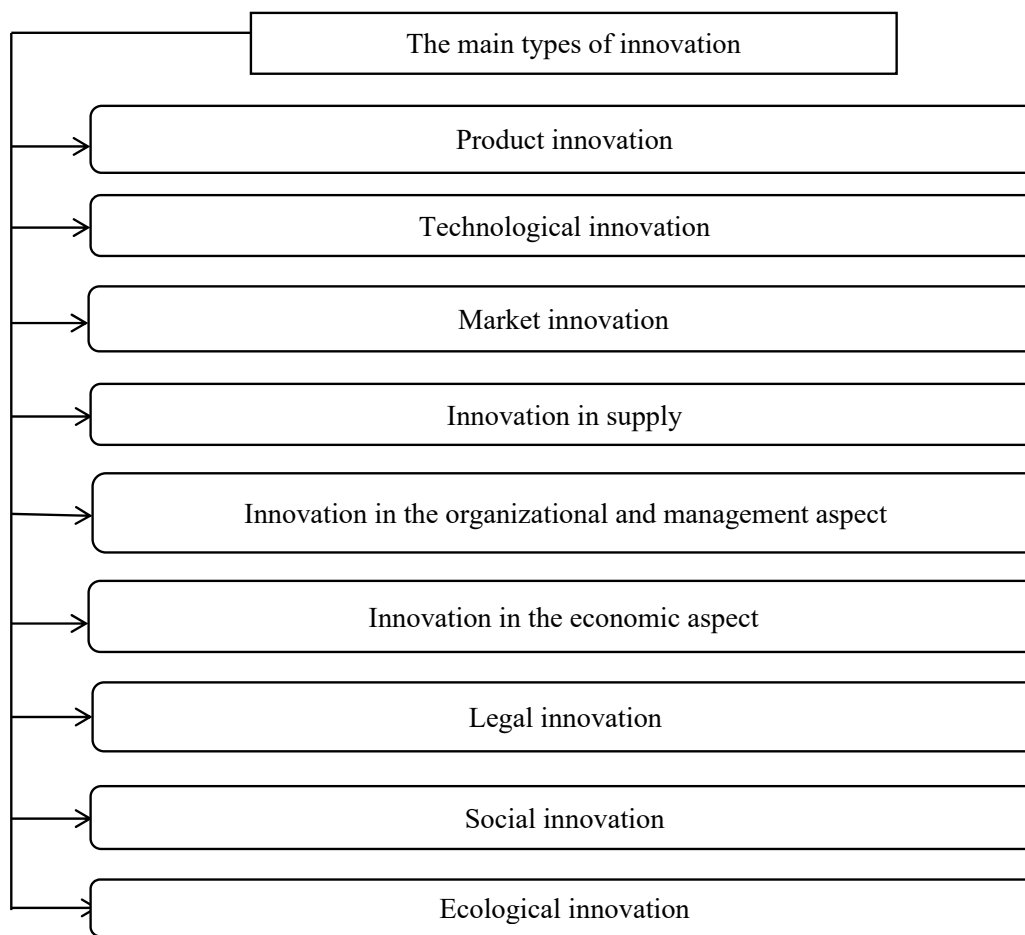


Figure 2. Main types of innovation

Source: compiled by the authors [8]

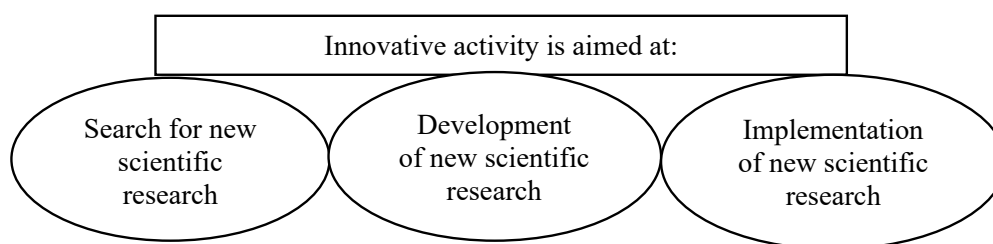


Figure 3. Direction of innovative activity

Source: compiled by the authors [8]

and satisfying consumer needs. Thanks to the constant development of technology and changing ideas about the gastronomic experience, the restaurant market is changing rapidly. Industry operators are actively implementing new developments and adapting to modern trends to meet the demands of their customers. Table 3 shows the main changes characterizing the development of restaurant enterprises, which were identified by the Austrian economist Schumpeter J.

Schumpeter J. considers three stages of the innovation process:

1. The stage of invention, which means the discovery or development of something new.

2. The stage of commercialization, when the innovation is introduced to the market and becomes commercially successful.

3. The imitation stage, when other market subjects begin to adopt and spread this innovation [9].

An innovative product arises as a result of the implementation of an innovative project based on scientific research and development or design work aimed at creating new technologies or products.

Table 1

Stages of innovative activity

Stage	Value
1. Idea generation	It is necessary to ensure the development and use of new promising ideas in accordance with the established terms and goals of the restaurant or hotel, on time and in full.
2. Assessment of innovation implementation opportunities	Analysis of the company's available resources.
3. Assessment of usability of innovations	Determination of the type of demand for innovation - potential or actual.
4. Creating a prototype	During the development of the sample, it is necessary to optimize all the costs associated with its creation in order to achieve the maximum profit or effect.
5. Prototype testing on the market	It is necessary to take into account both the advantages and disadvantages, which are found in real and potential consumers of the innovative product, in order to improve its problematic characteristics.
6. Production	Organizing and ensuring control over all qualitative characteristics of an innovative product is an important task. Employees of the innovation department, quality department, chief technologist department and technical control department play a big role in this process. Each of these divisions performs its own functions that affect the management of the innovation process.
7. Implementation of innovative products (services)	The choice of a marketing concept and means of its implementation (sales promotion programs, advertising activities, distribution channels) will be decisive factors in the process of implementing a marketing strategy.

Source: compiled by the authors [3]

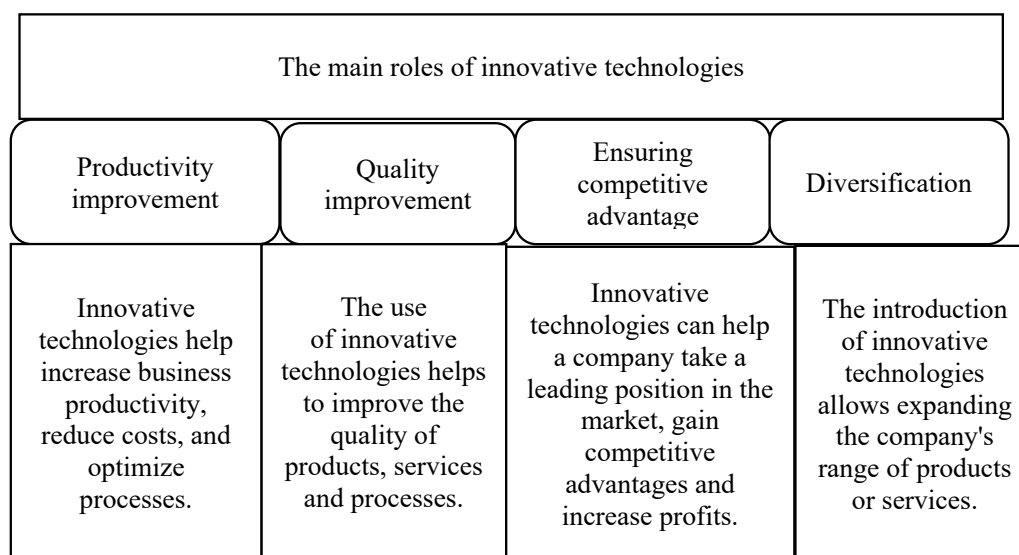


Figure 4. Main roles of innovative technologies

Source: compiled by the authors [2]

This process involves the production of experimental samples or trial batches to test and establish the potential value and effectiveness of a new product.

Types of innovations in the hotel industry are divided into four main groups:

- innovative changes aimed at the emergence of new approaches to the management of restaurant business activities;
- innovative changes aimed at creating new formats or concepts for the development of restaurant establishments;

- innovative processes related to the development of new means of work;

- innovative changes related to goods and products of the restaurant industry and their promotion to the market.

The most common types of innovations in the restaurant industry are listed in Table 4.

The main criteria that classify a food product as an innovative food product include the following:

1. Classification by type of nutrition, such as healthy nutrition, therapeutic nutrition, preventive nutrition.

Table 2

Main tasks of implementing innovative technologies

Task	Explanation
Development of an innovative strategy	Creation of a strategy that guarantees effective implementation of innovative technologies.
Choosing the best option	Determination of the best innovative technology that will be most effective for the company.
Implementation of a new technology	Implementation of innovative technology in the company's work in accordance with the strategy and implementation plan.
Ensuring business competitiveness	Development and implementation of innovative technologies that allow enterprises to compete in terms of quality and price with similar products and services on the market.
Reduction of the company's production costs	Increasing the productivity and efficiency of business processes, reducing production risks, improving management and improving the quality of products and services.
Expansion of markets and international expansion	Development of new markets and introduction of products to the international market in order to expand business and increase income.

Source: compiled by the authors [2]

Table 3

The main changes characterizing the development of the restaurant industry (according to J. Schumpeter)

Main changes	Explanation
1. Use of new raw materials	Restaurants began to experiment actively with raw materials, introducing non-standard ingredients, exotic fruits and vegetables, local products, which allows to create unique dishes and provide new taste sensations for customers.
2. Introduction of products with new properties	Restaurants are constantly looking for ways to improve ingredients and create products with increased nutritional value, improved taste and design characteristics.
3. Changes in production organization	Restaurants use new technologies and methods of cooking, automate processes, which allows for more effective management of working time, ensuring speed of service and reducing costs.
4. Changes in the organization of material and technical support of production	Restaurants invest in modern kitchen equipment, use new technologies for storing and processing products, which contributes to increasing the efficiency and quality of kitchen work.
5. Emergence of new sales markets	Restaurants are actively expanding their markets by introducing food delivery, partnerships with delivery services, expanding their presence in online platforms, which allows to attract more customers and increase volumes.

Source: compiled by the authors [9]

2. The main purpose of the product is to prevent food-borne diseases and ensure a balanced, nutritious diet.

3. The main task of the product is to ensure the optimal balance of macro- and microelements, contributing to the strengthening and toning of the human body.

4. The product fully complies with the physical, chemical, biological indicators and safety standards established by regulatory and technical documentation.

5. The use of ecological materials, which contributes to the preservation of natural resources and ensures the safety of the product.

6. The rationality of the product is that its composition corresponds to the relevant indicators of different categories of the population, taking into account physical activity, type of nutrition and lifestyle. It can reduce or increase the content of nutrients depending on the needs of the body [9]. It is worth noting that there

are many different factors that influence the innovative development of a hotel and restaurant enterprise and can promote or hinder the implementation of innovations. These factors can be divided into two main groups: internal and external. Among the internal factors, economic factors that determine the potential of enterprises to carry out innovative development have the greatest influence on the innovative development of enterprises [1]. Innovative development of the enterprise under the influence of external factors depends on factors originating from its external environment. Internal factors affect innovative development within the enterprise itself. Among them, it is possible to note the goals of the organization aimed at achieving strategic measures, the presence of innovative potential, the presence of qualified specialists with economic security and the corresponding functional divisions, which can be schematically seen in Figure 5 [3].

The most common types of innovations in the restaurant industry

Type	Explanation	Example
Innovative changes aimed at the emergence of new approaches to the management of restaurant business activities	Unification of restaurants under a single brand for the purpose of creating a network. Development of specialized software products that automate tasks. Organization of the work of canteens, which are part of the created service branch of the industrial enterprise.	1. Network formation (creation of a new network of restaurant establishments) 2. Implementation of an automated management system in the restaurant industry 3. Service branch in the structure of the industrial enterprise
Innovative changes aimed at creating new formats or concepts for the development of restaurant establishments	Creation of a restaurant with a specialized menu consisting of dishes and drinks of one specific category, and provision of entertainment events or provision of various additional services aimed at creating a creative mood among guests.	1. "Coffee shop" format or the concept of fresh coffee 2. Tea concept or "Tea Club" format 3. "Soup House" format 4. "Hookah-bar" format 5. Entertainment concept or format "Festival-restaurant"
Innovative processes related to the development of new means of work	Development of innovative equipment designed to optimize the processes of packaging, preparation and storage of products in restaurants.	1. Vacuuming 2. Pressure frying 3. Temperature cabinet
Innovative changes related to goods and products of restaurants and their promotion to the market	Creation and improvement of new recipes that are implemented in restaurants. Implementation of current culinary trends in the menu and concept of restaurant establishments. Using text or email notifications to notify customers about new products and promotions. Providing discounts at certain hours or days, which encourages consumers to visit restaurants at times that are convenient for them.	1. Signature dishes 2. System of discounts 3. Promotion of the day 4. Advertising techniques through social networks, messages, e-mail

Source: compiled by the authors [9]

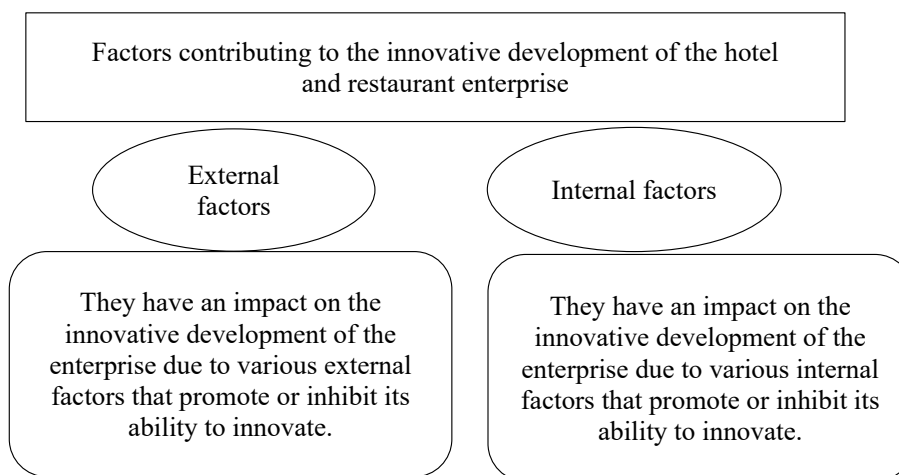


Figure 5. Factors contributing to the innovative development of a hotel and restaurant enterprise

Source: compiled by the authors [3]

In the hotel and restaurant industry, the introduction of advanced technologies is especially relevant, as it allows to improve the quality of service and meet the growing needs of consumers. Modern responsible enterprises of the restaurant industry show great interest in using advanced tools and technologies in order to improve their activities and provide high quality service to their customers.

General measures that can be taken for the successful introduction of innovative technologies into the customer service system are discussed below. The pizzeria "Celentano" (Dnipro) is proposed as the basis of the study.

"Celentano" pizzeria is an all-Ukrainian chain of fast-service restaurants united by one concept and price policy.

This institution is a restaurant specializing in Italian cuisine. This means that the main emphasis is on providing quality and authentic Italian dishes and creating a unique atmosphere for guests (Table 5).

Table 5

Basic data about the «Celentano» institution

Indicator	Characteristics
Name	Pizza «Celentano»
Address	Oleksandria, Kirovohrad Oblast, 94 Soborny Avenue
Open hours	Monday: 10:00 - 22:00 Tuesday: 10:00 - 22:00 Wednesday: 10:00 - 22:00 Thursday: 10:00 - 22:00 Friday: 10:00 - 23:00 Saturday: 10:00 - 23:00 Sunday: 10:00 - 23:00
Size	100 places total
Interior	The interior is dominated by elements of Italian culture

Source: compiled by the authors [4]

The main characteristic of the "Celentano" restaurant is its specialization in Italian cuisine. The restaurant is known for its dishes, which include pizza, pasta and seafood dishes. The establishment offers its customers an authentic taste of Italy, using the highest quality ingredients and fresh products.

Celentano also emphasizes creating a pleasant atmosphere that combines stylish interior, pleasant music and friendly service. This combination makes the restaurant an attractive place for lunches, dinners and special events. In addition, the restaurant "Celentano" also shows flexibility in the choice of dishes and innovation, always striving to improve its services.

The company "Celentano" works under the terms of a franchise, which means that the institution can use the innovations of the main company located in the city of Lviv. It can be considered that one of the advantages

of the franchise is that the institution provides a part of its profits, and in turn it is helped. The institution does not need to promote its products, because there is already a formed brand, the main company can share innovations, because this institution is not a competitor for the company, but on the contrary works for them (Table 6).

In order to evaluate the company's activity compared to its competitors, an expert assessment was conducted on a 5-point scale based on the study of the company's website on the closest competitors, the customer loyalty index and reviews of this company (Table 7).

After analyzing the activity of Celentano, it can be said that it has high profitability and strong positioning in the market. However, weak stability and the need to optimize the organizational structure require attention. Applying effective marketing strategies and network expansion can help Celentano maintain its competitive advantage and attract more customers (Table 8).

Considering the fact that the restaurant "Celentano" is a rather small enterprise, it is possible that some measures will be difficult to implement, because everything also rests on finances. Therefore, it is considered that these measures should be implemented gradually, and then the enterprise will not cause large losses to itself and simultaneously introduce innovative technologies into the institution.

In addition, it is possible to consider the possibility of developing and implementing a personnel development monitoring system at the "Celentano" enterprise using the "Assessment Center". Table 9 suggests steps for implementing this innovation.

Conclusions. The introduction of innovative technologies into the service system is an important factor for the development of enterprises and increasing their competitiveness. Analyzing the main areas of improvement and methods of introducing innovative technologies into the service system, certain conclusions can be drawn.

Table 6

Areas of activity of the «Celentano» restaurant

Direction of activity	Characteristics
1. Restaurant service	The restaurant provides food services according to its concept, it is Italian cuisine and in some cases a combination of different culinary directions. The restaurant offers breakfast, lunch, dinner, as well as a menu for special events and parties.
2. Banquet service	The restaurant has separate areas or halls for holding banquets and private events. They cater for birthdays, proms, corporate events and other festive events.
3. Food delivery	Celentano delivers Italian food directly to customers' doors. The institution employs two couriers who deliver food to people in their personal cars.
4. Organization of thematic events	"Celentano" organizes themed parties, exhibitions, workshops and other events related to Italian culture and cuisine.
5. Cooking courses and workshops	"Celentano" organizes cooking courses and workshops for those who want to learn how to cook Italian dishes. Trainings are held by professional chefs, where the secrets of Italian cuisine are shared and guests are given the opportunity to cook their own meals.

Source: compiled by the authors [4]

Table 7

Evaluation of the company "Celentano"

Aspects of analysis	Evaluation	Additional information
Profitability	5	Restaurant "Celentano" has shown a steady trend of annual income growth in recent years. (See figure 2.6).
Stability	2	In recent periods, there have been fluctuations in financial indicators due to the Covid-19 virus and martial law in the country (See Figure 2.6).
Positioning	5	Restaurant "Celentano" has a strong reputation and recognition among customers in comparison with other similar establishments, this was revealed based on the analysis of the site and reviews among customers.
Competitive advantages	5	Unique menu (larger number of items compared to competitors, their individuality and variety), stylish interior (combination of Italian charm with modern elements), permanent promotions (every third pizza as a gift, for orders from UAH 2,000, a bottle of champagne as a gift, up to pizzas from the new summer menu, free apéritif cocktail and others).
Satisfaction level	4	Customers respond positively to the quality of service and food, this can be seen from the reviews on the establishment's website and social network.
The organizational structure	3	Needs optimization. The organizational structure may need to be reviewed and improvements made for more effective management.
HR	4	Restaurant "Celentano" successfully manages its staff, which contributes to high-quality customer service.
Marketing strategies	4	The restaurant uses quite successful marketing strategies to attract new customers and retain existing ones (introduction of permanent promotions, holding master classes and other events).
Development strategies	4	The restaurant plans to expand its territory and introduce new services to appeal to a larger audience.

Source: compiled by the authors [7]

Table 8

Measures that can be taken to introduce innovative technologies into the service system

Measure	Explanation
Use of mobile applications and online orders	Pizzeria "Celentano" can develop its own mobile application that will allow customers to conveniently order pizza and other dishes from their smartphone. Also, it is worth considering the possibility of accepting orders through the website of the pizzeria, which will allow customers to conveniently choose dishes and delivery.
Implementation of the online payment system	Providing the possibility of online payment for orders will allow customers to pay quickly and conveniently without the need to exchange cash. This will increase the speed of order processing and ensure the security of transactions.
Using the loyalty and personalization system	Pizzeria "Celentano" can implement a loyalty program, where customers will receive bonuses, discounts and special offers for active use of pizzeria services. Also, it is important to ensure personalization of service by collecting data on customer preferences and providing individual offers and promotions.
Use of augmented reality technologies	The application of augmented reality technologies can be an innovative solution for increasing customer satisfaction. For example, when placing an order through a mobile application, customers can use their smartphone camera to virtually view the pizzeria and select a table. This will create a unique experience and further attract customers.
Implementation of the virtual menu system	Pizzeria Celentano can use image recognition technology or QR codes to create a virtual menu. Customers will be able to scan the codes using their smartphones and receive detailed information about dishes, their composition, calorie content and other features.
Staff training on the use of technology	Pizzeria "Celentano" should invest in training its staff in the use of innovative technologies and effective customer service. Employees must be familiar with all innovations and know how to effectively use them to improve the quality of service.

Source: compiled by the authors [5]

1. Application of digital technologies.
2. Use of data analytics.
3. Development of innovative products and services.
4. Creation of innovative culture.
5. Cooperation with partners and the innovation ecosystem.

One of the main challenges faced by enterprises is ensuring a harmonious combination of new technologies with the human factor. Implementation of innovations requires changes in organizational culture, work processes and personnel skills. Proper training and education of employees, as well as creating a favorable environment

Stages of implementation at the enterprise

Stage	Measures
1. Primary	Specification of the terms of development and implementation of measures
	Definition of goals and tasks for specialists
	Creation of cases and business games
	Search and involvement of specialists
2. Preparatory	Search and attraction of specialists (training of specialists)
	Approving the assessment program, terms and place of training
	Approval of personnel to be evaluated
3. Monitoring and evaluation	Conducting various interviews taking into account professional profiles related to the position
	Assessment of the level of competence and potential of personnel
	Solving cases and conducting business games
4. Final	Discussion of the obtained results at the expert meeting
	Creating a report that includes learning outcomes and individual recommendations for assessment participants
	Sending the report to recruitment managers or heads of departments (enterprises)

Source: compiled by the authors [4; 5]

for adopting innovations, are key factors in the successful implementation of innovative technologies.

A strategic approach to the implementation of innovative technologies is also extremely important. Analysis of customer needs and expectations, determination of specific goals and performance indicators, as well as phased implementation and constant monitoring of results will help ensure the successful implementation of innovative projects.

This study also highlighted the importance of engaging and training staff to effectively use innovative technologies. Employees must have the necessary knowledge and skills to work with new tools and systems, as well as be able to constantly update their knowledge and skills in accordance with the rapid development of technology. It has been proven that training and development of personnel is a key aspect of the successful introduction of innovative technologies into the customer service system.

In addition, the introduction of innovative technologies requires careful analysis and assessment of risks. Businesses must be prepared for possible challenges and negative consequences that may arise during the implementation process.

In general, the introduction of innovative technologies into the customer service system is a necessary step for enterprises to remain competitive in today's business environment. This study provided recommendations and strategies for successful innovation implementation, focusing on aspects of organizational culture, staff training, strategic planning, and risk analysis.

The practical application of the results of this study is the use of recommendations and strategies by enterprises for the introduction of innovative technologies into their customer service system. This will help enterprises improve the quality of service,

increase customer satisfaction and increase their loyalty. The use of innovative technologies will allow to automate processes, ensure personalization of services and create convenient interactive interfaces for customers.

The study also revealed that the introduction of innovative technologies contributes to increasing the efficiency of the enterprise. Automation of routine processes and the use of analytical tools allow you to reduce the time of tasks, improve accuracy and provide quick access to the necessary information. This in turn leads to increased productivity and reduced costs.

The use of artificial intelligence, process automation, personalized services and mobile applications helps businesses become more flexible, efficient and innovative.

Successful implementation of innovative technologies also requires the active support of top management and the involvement of all personnel. It is important to ensure proper training and preparation of employees to work with new technologies, as well as to create a motivating environment that promotes acceptance of change. Leadership and communication from the management side are important for the success of the implementation, because they contribute to the creation of a common goal and involve the entire team in the implementation of innovative projects.

In general, the introduction of innovative technologies into the customer service system has great potential for improving the quality of services, increasing efficiency and stimulating the growth of enterprises. However, this process requires careful planning, risk analysis and competent change management. According to our research, companies that successfully implement innovative technologies in their customer service system have an advantage in the competitive environment and ensure that the needs and expectations of their customers are met.

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