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Towards Evaluation of New Approaches in Hotel and Catering Economics: A Case Study of Open-Air Hotels in GhanaMildred Nuong Deri^{*1}, Fati Bawa Mahama², Monica Amenyui³, Theresa Domobalah Chireh⁴¹School of Hospitality, Tourism, and Events Management, Taylor's University, Subang Jaya, Malaysia²Vocational and Technical Department, Bagabaga College of Education, Tamale-Ghana³Department of Hospitality and Tourism Management, Akenten Appiah Menka University of Skills Training and Entrepreneurship Development⁴Department of Vocational and Technical Education, McCoy College of Education, Ghana**Article History**

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Abstract: *The hotel sector is a valuable business that offers a wide range of services to customers. In terms of revenue creation, it has assisted several governments throughout the world. To continue growth in Ghana, this study aims to advance small hotel entrepreneurial ideas. SME success stories do exist, but they are few. The hotels were chosen using a schematic random selection approach from a population of 291 entrepreneurs running small to medium hotels across the country. Service Innovations, Process Innovations, Management Innovations, and Marketing Innovations were employed on a scale of 100 percent hospitality sector attitudinal factors. According to the responses of small hotel managers and owners, there is a clear link between innovative activities and patronage. Small hospitality administrators should enhance their inventive talents as a guaranteed road to survival and growth in a highly perishable and competitive business climate, according to the study.*

Keywords: Hotels, Innovation, Entrepreneurial, Hospitality, Innovative strategies.

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INTRODUCTION

To prosper and remain competitive in their sectors, all businesses, including hotels, require sales tactics. Because of the dynamic nature of the hospitality sector, hotels must update their sales techniques on a regular basis to keep up with changing market demands and to stay ahead of the competition (Kotler, 2000). To gain a long-term competitive advantage, a company must first identify its key strength and place itself above its rivals in that area (Johnson & Scholes, 2002). A company must choose the correct mixture of target markets and sales mix to gain a distinct competitive edge over competitors. Because the cost of losing consumers is growing, hotels are constantly looking for innovative methods to attract, retain, and increase business. Client retention is dependent on the quality of service provided. Service is more vital than ever, and it's just going to get more so as time goes on (Choi & Chu, 2011). Ones that can attract, please, and retain clients have a better chance of surviving than hotels that cannot. Customer retention helps the hotel to form long-term connections with its guests.

The hotel industry's highly competitive climate encourages the hunt for innovative methods to improve efficiency. The creation and execution of a variety of

creative activities that may serve as a powerful push for the development and expansion of the hotel sector are one of the key trends in this field. Hotel businesses require a wide range of innovations in order to remain viable and competitive. The introduction of notable or novel services and goods with respect to their intended purpose or uses, such as significant improvements in technical specifications, incorporated software, user-friendliness, component, and material characteristics, or order functional characteristics, is referred to as innovation. In most situations, new uses for existing goods or services are included in product or service innovations. Despite the fact that existing literature suggests that innovation occurs mostly in product enterprises, innovations in the service sector are diversified due to the variety of services available. Regardless, improvements in service are worth investigating, as Talbot (2010) claims that small hotel innovation is quite poor. Again, many small hotels (SH) believe that innovation belongs to larger/bigger companies (King, 2016); hence its advantages are undervalued. Small hotels are typically managed by entrepreneurs/owners, and paying for innovative activities is a strain on their finances.

In a firm, sales techniques are critical to the company's growth and customers' happiness with the company's accomplishments. To allow the business to accomplish its vision and purpose, environmental influences that affect the firm's ability to satisfy its demands must be identified in advance and effectively managed. Organizational strategies provide for the evaluation of long and short-term goals, allowing for the achievement of objectives within a given time frame. For successful competition, development, and profitability, a business or organization needs to have a distinctive strategy.

Due to the discovery of crude oil, Ghanaian entrepreneurs have contributed to the growth of small hotels in the previous several decades. The reason for the extension is that it aims to offer housing for both oil and gas drilling personnel and tourists. Small and medium companies (SMEs) in Ghana account for around 85% of employment, contribute 70% of Ghana's GDP (Fosu, 2015; & Lee-Ross & Lashley, 2010), and hence have a considerable impact on economic growth, income, and employment (Fosu, 2015; & Lee-Ross & Lashley, 2010). As a result, whether in a developed or developing economy, SMEs play a significant role in national development. Regardless of the many contributions and roles SMEs play, research on entrepreneurial innovations that lead to the patronage of Ghana's small hotel sector has yet to be conducted.

The study looked at the creative solutions that small hotel owners and entrepreneurs utilize to run their businesses in a highly competitive and perishable environment. In two ways, the outcomes of this study will add to current knowledge in the hotel and tourist industries, as well as contribute to the literature. To begin with, it will contribute to a better understanding of the need for small hotels to develop through innovation by including goods, service innovation, process innovation, management innovation, and marketing innovation. Second, by reminding entrepreneurs, owners, and managers of the core tasks that help hotels develop in a volatile and perishable industry.

LITERATURE REVIEW

Ghana's Hotel Industry

Hotels, lodges, resorts, inns, motels, guest homes, and hostels are all part of Ghana's hotel industry. The Ghana Tourist Board grades these lodging facilities using a hotel classification system based on a budget rating system. The greatest star rating is 5-stars, with 1-star being the lowest. A hotel has ten (10) rooms or more, whereas a guest house has four to nine rooms. Based on the facilities and services provided, a hotel is given a star rating (meets international standards). International standards are not met by a cheap or unrated hotel. The size of a hotel has nothing to do with its rating (in terms of the number of rooms). As a result, we may have a star-rated hotel or guest house that

might be large or small, depending on the number of rooms (Walker, 2007; & Mensah, 2009).

The Ghana Hotels Association (GHA) is a well-known organization in the hotel business, with over 1000 members around the country. Hotels, motels, and guesthouses that have been approved and licensed by the Ghana Tourist Board to provide lodging, catering, and other tourism services in Ghana are members of the Ghana Hotels Association. Budget (acceptance level below One Star) and One Star to Five Star International standards are the two membership categories.

Firm Growth

The capacity to develop different ideas, which will enable a hotel's successful expansion, is one of the most innovative trends in the hospitality business (Ghorbal-Blal, 2011; & Zaitseva, 2013). New services, goods, and technologies are created as a result of the large-scale application of new information, as well as its combinations. If a hotel does not engage in any new activities, its growth will slow, and its competitiveness will deteriorate (Dzhandzhugazova *et al.*, 2016). Since its inclusion in many of the major contributions in this field of study, innovation has been deemed vital in gauging firm-level entrepreneurship (e.g., Miller & Friesen, 1982). Depending on the aims and kind of organization, Miller & Friesen (1982) created two conflicting models of innovation: the conservative model and the entrepreneurial model. The conservative model defines the innovative activities of firms that use innovation as a defensive or retaliatory strategy. This approach typically leads to organizations innovating in the middle of difficult environmental or competitive challenges in an attempt to reclaim their previous market position. Uncertainty in the environment and competitive pressures are frequently the catalysts for such action. Many businesses have been able to gain a competitive edge by adopting this approach to innovation. Organizations who use the entrepreneurial model of innovation, as Miller & Friesen (1982) explain, see it as a natural state of affairs with inventive behaviors that are critical to the operation and development of their businesses. Innovation and entrepreneurship theory are two major components of entrepreneurship, with innovation recognizing entrepreneurs as a crucial predictor of economic progress (Lee-Ross & Lashley, 2010; Nasution *et al.*, 2011; & Thomas *et al.*, 2011). Entrepreneurship has been defined as the process of creating, launching, and operating a new business, such as a startup firm that sells or rents a product, process, or service. While most definitions of entrepreneurship focus on starting/running new businesses and developing new business ideas in order to stay in business, a significant percentage of businesses must close due to a lack of innovative ideas, poor business decisions, a lack of market demand, or a combination of these factors.

A hotel that engages in innovation activities can strengthen barriers to copying, maintain its portfolio ahead of rivals, and gain a long-term competitive advantage. According to (Chang *et al.*, 2011); Gallouj & Weinstein (1997), new products are items and services formally generated by the company that differs significantly in their distinctiveness or intended applications. According to Dzhandzhugazova *et al.* (2016), in the hotel industry, a lack of innovation leads to poor performance or firm departure. In most hotels, innovation may be found in the services supplied or in the procedures. Only by investing in innovation to fulfil the requirements of customers will the hotel business continue to flourish. Due to the perishable nature of the product, hotels compete fiercely for new clients, and repeat business is constantly wanted. Long before the client steps through the door, the customer's perceptions of the hotel are formed in his or her thoughts (Chang *et al.*, 2011; & Irimiea, 2012). These impressions are based on a well-designed, easy-to-navigate website with high-quality images of the facilities on offer, clear instructions with drawings, surrounding sites of interest, and customers' particular needs such as handicapped-accessible rooms, infant cots, and so on.

Small hotels near the beach may provide poolside games and activities, but hotels with more stars may largely target business clients by ensuring high-quality facilities such as internet Wi-Fi, Visio meeting equipment, and superb audio systems that boost corporate operations. It's critical to respond fast to client complaints because the hotel sector is one of the most difficult industries to work in, with requests and complaints pouring in by phone, internet, email, or in-house guests leaning over the welcome desk. According to (Chang *et al.*, 2011; & Stewart & Hitt, 2012), consumers would be grateful if requests for more pillows, remote batteries, blankets, and other items were promptly addressed. With the belief that the "customer is always right," a certain number of hotel guests are known for having high expectations and making complaints; thus, employees should constantly remember to do what is expected of them. Comments gathered from the website, room cards, and front desk logs can be used as a guide during meetings and training sessions, as well as at the management level for policy implementation (Simon *et al.*, 2010). When utilized effectively, information collecting technologies may help small hotels attract new clients and retain existing ones.

Unlike other businesses, the hotel industry thrives on client retention, and customer happiness is the only way for a hotel to keep its customers. In general, a customer's ability to repeat a business is determined by the quality of the services provided in terms of room amenities, hotel website access, prompt response to complaints, and requests that they receive in a hotel (Bitner *et al.*, 2008; & Zeithaml, 2000), and the hospitality industry has seen an influx of investors

willing to meet all of the customer's needs. As a result, if a customer is dissatisfied with the services (check-in procedure, pick-up service, bed & breakfast, 24-hour active line, conference facilities, room service) provided by one hotel, they will seek better services elsewhere (Slack *et al.*, 2010; & Zeithaml *et al.*, 1993). To remain competitive in terms of customer happiness, a hotel must track customer satisfaction levels and execute continual improvement of its services and commodities based on consumer wants as indicated in comments or other forms of expression (Bizi Mubiri, 2016; Slack *et al.*, 2010; & Zeithaml, 2000). One of the most important factors in client retention is to provide high-quality services since this leads to higher levels of customer satisfaction and repeat business. In general, attracting new customers is more expensive than keeping existing customers; hence entrepreneurs and owner-managers should concentrate on keeping existing clients. Because of the hotel room décor, edifices, guest facilities, and location (Bizi Mubiri, 2016), satisfied customers are more likely to buy more from you, and consumer loyalty is what keeps them coming back.

The reason why loyal consumers are so important is that it costs more than three times as much to attract new customers as it does to keep existing ones. Furthermore, previous consumers have an undeniable impact on others by listening to their remarks and ideas. Small hotels should focus on the quality of their services and goods since this will lead to client satisfaction and loyalty (Bitner *et al.*, 2008; & Zeithaml, 2000). Customer satisfaction is a difficulty for many hotel entrepreneurs/owner managers these days since some clients arrive but do not return owing to their preferences (Slack *et al.*, 2010). As a result, the continual progress of hotel innovation and high-quality customer service is the path to a successful business strategy (Bitner *et al.*, 2008), which leads to growth. Attempts to enhance patronage through service, product, managerial, and marketing innovations, on the other hand, should not be made without careful assessment of the costs involved. It's worth emphasizing that increasing patronage at the price of efficiency will lead to bankruptcy, which will result in hotel closures. In this context, the goal of this study is to determine the efficiency levels of small hotels in Ghana and to offer innovative growth methods.

Empirical Literature

In 1993, Gadrey (1994); & Gadrey *et al.* (1995) investigated service firm innovation in France as part of a study for the Ministry of Education. The inquiry looked at the insurance, banking, electronic information services, and management consulting businesses and found that innovation was happening in all of them and that it was diffused throughout the companies. Service innovation is a critical component of successful organizations' strategies, particularly in the hospitality industry, and a new study affirms its significance for any organization or corporation.

Innovations can take the form of improvements in a company's capabilities, which are crucial to its long-term performance, as well as service and product development, which must recognize and comprehend the value-creation processes (Gustafsson *et al.*, 2012).

Due to the sort of clientele it often accommodates, the hotel business is one of Ghana's socio-economic development contributors. As a result, foreigners and all clients expect the hotel business to demonstrate specific attributes in its day-to-day operations, such as service abilities, processes, and marketing tactics, among other things. Unfortunately, small hotels typically lack these attributes (King, 2016; & Thomas *et al.*, 2011), and as a result, many customers believe they are not getting the finest service or value for their money and instead rely on larger hotels to provide the needed pleasure. Most owners and managers of small and medium-sized companies (SMEs) hotels stay active in managing their property to the disadvantage of the creative issue (Aaker, 2012; Burns, 2010; & O'Neill & Xiao, 2006), according to studies (Aaker, 2012; Burns, 2010; & O'Neill & Xiao, 2006). Hoteliers should be aware that integrating all available options is critical to ensuring the business's long-term viability and growth.

METHODOLOGY

Statistically, the 2969 licensed hotel establishments in Ghana are categorized into star-rated, guesthouses, and budget hotels (Ghana Tourism Authority, 2016). Ghana has ten regions, but Tema, a municipality in Greater Accra Region, is added to the 10 regions due to the high number of small hotel activities.

In Ghana, there are 680 star-rated hotels (only 3 five-star hotels, 12 four-star hotels, 39 three-star hotels, and 170) guesthouses, as well as 2119 economy hotels. Small hotels appear to be sprouting up at a quicker pace than five and four-star hotels, based on the figures mentioned. The researchers divided the 2-star, 1-star, guest homes, and budget lodgings from the 5–3 star rated hotels and placed them into three categories for the study. Brong Ahafo Region, Northern Region, Upper East Region, and Upper West Region make up the Northern Cluster of Hotels. The Ashanti Region, Eastern Region, and Volta Region make up the Middle Cluster of Hotels, whereas Greater Accra Region, Central Region, and Western Region make up the Coastal Cluster of Hotels.

Some ethical considerations were taken into consideration in order to conduct successful research (Cohen *et al.*, 2013). All participants' agreement was requested, and individuals were given adequate time to prepare and decide in advance whether or not they wanted to participate so order to avoid any misgivings they could have about the researcher (Cohen *et al.*, 2013). The confidentiality of any information received from respondents was protected, and the respondents' anonymity was also ensured before and after the data collection.

Two hundred and ninety-one entrepreneurs running small hotels around the country were divided into three groups: northern, central, and coastal. The needed number of small hotels from each cluster was selected using a systematic random sampling approach. Twenty-eight small and medium hotels were chosen for investigation in the Northern cluster: five 2-star hotels, eight 1-star hotels, four guest homes, and eleven budget hotels, for a total of twenty-eight (28) small hotels. Every 20th item in the Middle cluster was chosen as a hotel, resulting in a total of forty-eight (48) tiny hotels for the study. There are four two-star hotels, seven one-star hotels, one guest home, and 36 budget hotels. Every 30th item in the Coastal cluster was assigned to a hotel. Four two-star hotels, seven one-star hotels, three guest homes, and 34 budget hotels were randomly selected for inclusion in the research. The owners/managers of hotels in Ghana are the subjects of this study.

Small hotel operations were divided into four categories (service, process, management, and marketing), each with its own set of innovative factors. For the sake of fairness, each variable was given a scoring measure to quantify the extent of innovation in the hotel. When all of the innovation strategies under a certain constituent are available, that constituent receives a perfect score. However, when the number of inventions drops, the score lowers. This is done to offer a quantitative assessment of innovative services, while qualitative measurements are frequently used. The qualitative metric does not account for how a shift in innovation can affect growth.

RESULTS AND DISCUSSION

Hotel Operations Innovations

The table below details the many methods for adopting various sorts of innovations in the hospitality business.

Table 1. Types of Innovation in the Hospitality Sector

No	Type of innovation	Description	The specific manner of implementation in the hospitality sector
1	Material and technical innovations	New materials, goods, services, and technology, new ways to offer services.	Increasing the number of specialized and comparable lodging facility types to meet the demands of tourists
2	Economic	New markets develop as a result of	Expanding hospitality sector

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	innovations	the introduction of new items or technologies, new ways to purchase and sell things, and economic activities.	organizations from the core to the periphery, eliminating "blank spaces" in the industry's geographical geography
3	Organization and management innovations	In controlling or arranging the working process, new techniques and solutions are developed.	Implementable in the form of bettering the hospitality models now in use by businesses (European, Asian, American, Eastern European models)
4	Legal innovation	There is the introduction of new rules or regulations, as well as major revisions to existing ones.	Implementing international agreements and national laws in the sphere of hospitality at the same time and integrating national legislation into the international legal system
5	Social innovations	New ideas and solutions aimed at tackling the social and cultural difficulties that the society is confronted with	New concepts based on the growing sorts of tourism are implemented (business tourism, educational tourism, eco-tourism, pilgrimage, etc.)
6	Marketing innovations	New or greatly better marketing approaches, including considerable modifications in product design and packaging, new sales techniques and product (service) presentations, presenting and promoting them on the market, and devising new pricing strategies.	Implementing market research findings, expert expertise, competition research, and so on, for example, creating and implementing the notion of sensory marketing.

The findings of the patronage and innovation association are shown in Table 2. Patronage and process innovation have a positive relationship, implying that increasing one will result in increasing the other and vice versa. Patronage is also positively correlated with management and marketing advances (Dominici & Guzzo, 2010; Irimiea, 2012; & Naidoo, 2010). A rise in

either will result in more hotel guests and vice versa. More patronage is predicted to result in increased investment in innovation, as management will do all in its power to keep its market share. Increased innovation efforts are projected to promote patronage since they would improve the facilities' image and attract clients.

Table 2. Correlation Analysis for Northern Cluster

	Service Innovations	Process Innovations	Management Innovations	Marketing Innovations	Patronage
Service Innovations	1				
Process Innovations	0.784383	1			
Management Innovations	0.613786	0.642133	1		
Marketing Innovations	0.827506	0.830304	0.612144	1	
Patronage	0.818209	0.798097	0.611514	0.846062	1

In the Southern cluster, Table 3 shows the results of the link between innovation tactics and patronage. All of the innovation tactics show a significant positive relationship with customer loyalty, with marketing innovation scoring higher. This means that more innovative tactics will lead to increased

patronage and vice versa. Managers of hotels should pay close attention to innovative initiatives in the future since it has a favorable impact on patronage. To keep hotels afloat, innovative tactics must be implemented at a high degree of efficiency.

Table 3. Correlation Analysis for Middle Cluster

	Service Innovations	Process Innovations	Management Innovations	Marketing Innovations	Patronage
Service Innovations	1				
Process Innovations	0.630241	1			

Innovations Management	0.473010	0.661118	1		
Innovations Marketing	0.644358	0.781843	0.625611	1	
Innovations Patronage	0.560875	0.713187	0.675224	0.782632	1

Measures should be put in place to guarantee that excesses in innovation are eliminated to enhance the performance and growth of hotels in order for them to become more efficient in their operations (Dominici & Guzzo, 2010). Management should not lose sight of the costs associated with increased patronage in order to boost patronage. The expenditures connected with increased patronage should be managed as efficiently as possible. A thorough examination of each department's structure, responsibilities, and required abilities would reveal a high level of purpose consistency, a logical hierarchy of positions, and sufficient talents. Each department's internal emphasis fosters departmental efficiency, objective clarity, and career routes (Krstic et al., 2015; & Malik, 2013). However, many of the abilities developed in one area are difficult to transfer to other departments, making it difficult for a department's workers to completely comprehend or appreciate the contributions of other departments.

Table 4 shows the results of the Coastal cluster's link between innovation initiatives and hotel patronage. The findings reveal a perfect positive association between hotel patronage and innovative

tactics. A rise in hotel patronage will result from an increase in the degree of innovative initiatives and vice versa. Coastal was engaged in practically all of the assessed innovation variables among the three groups. Room service, front desk 24-hour services, daily replenishment of guest amenities, bed & breakfast, WIFI, online booking, airport/bus terminal pick-up, 24-hour reservation line, check-in procedure, qualified owner/manager, qualified operating staff, R&D activities, T&D of staff, active website, customized miniature products, uniform staff, conference room, CSR activities, customer follow-up are among the activities involved. These creative activities may be the outcome of Ghana's oil discoveries (Jubilee Oil Field), which draw both tourists and expatriates to work in the oil fields. Small hotels must innovate in order to satisfy worldwide standards (Naidoo, 2010; & Simon et al., 2010) since this will allow them to compete in a competitive market. Table 4 shows that there is a favorable association between service innovation, process innovation, management innovation, and marketing innovation and patronage in the Coastal cluster.

Table 4. The Results of the Coastal Cluster's Link between Innovation Initiatives and Hotel Patronage

	Service Innovations	Process Innovations	Management Innovations	Marketing Innovations	Patronage
Service Innovations	1				
Process Innovations	0.781252	1			
Management Innovations	0.522376	0.759282	1		
Marketing Innovations	0.745475	0.743194	0.718424	1	
Patronage	0.653318	0.834293	0.754939	0.834685	1

Entrepreneurs/owner managers must arrange some occupations to facilitate effective coordination and management of activities, and these job groupings are commonly referred to as departments. This kind of organization is predicated on the idea that people may be more productive if they specialize in just a few jobs or activities (Krstic et al., 2015; & Malik, 2013). The development of interdepartmental teams to help coordinate the operations of different departments that must work together is an appropriate solution to address the shortcomings of a functional organizational design in hotel companies (Malik, 2013). Interdepartmental teams that are well-designed promote communication and create a platform for problem-solving across departments that service each other's clients.

DISCUSSION

The findings of the efficiency ratings for hotel innovations in the Northern cluster revealed a greater proportion of hotels that are not running at a high level of efficiency. Only two of the 28 hotels considered were interested in experimenting with new ideas. This means that, with the current level of patronage, hotel management may maintain the same level of patronage by reducing innovation initiatives. Only two 1-star hotels were found to be functioning at an efficiency level of innovation, with a score of one in the Middle cluster. The remaining 46 hotels are inefficient, which

indicates that creative activities are not incorporated into the hotel's business model. Coastal was involved in virtually all of the service, process, marketing, and management-rated innovation factors across the three clusters. Room service, front desk 24-hour services, daily replenishment of guest amenities, bed & breakfast, WIFI, online booking, airport/bus terminal pick-up, 24-hour reservation line, check-in procedure, qualified owner/manager, qualified operating staff, R&D activities, T&D of staff, active website, customized miniature products, uniform staff, conference room, CSR activities, and customer follow-up are some of the innovations. This shows (Krstic *et al.*, 2015; Malik, 2013; & Smith *et al.*, 2015) that small hotels must modernize their technology and be efficient in order to keep up with current business trends. Though replies from the coastal zone demonstrate that small hotels foster some amount of innovation, the data show that most hotels are running at a loss because they do not include service, operational, marketing, or management innovations in their small hotels. This means that executives can reduce these excesses while maintaining the same amount of patronage. The findings reveal a seamless beneficial relationship between innovation tactics and hotel patronage, which might contribute to corporate success. That is, an increase in hotel patronage will result in an increase in innovative tactics, and vice versa since this performance will contribute to customer retention. To maintain the small hotels in business and flourish, it is necessary to use innovative techniques at a resourceful level.

CONCLUSION

Customers know precisely what they want from a hotel, no matter how big or tiny it is (Irimiea, 2012; & Smith *et al.*, 2015). As a result, regardless of the competitive nature of the firm, encouraging creative efforts by small hotel entrepreneurs/owners/managers will gain new and loyal consumers. Entrepreneurs/owners/managers of businesses have a bigger impact on the company's direction, strategy, and performance and they play a critical part in the company's success (Dominici & Guzzo, 2010; & Rauch *et al.*, 2009). Entrepreneurs/owners/managers in Ghana should put aside cash for creative operations, including service, procedures, marketing, and management, in order to stay in the company and flourish since this increases patronage. Customers/guests will go elsewhere if they do not receive the desired value, regardless of the marketing talents of the personnel. Potential hotel entrepreneurs, owners, and managers should pay close attention to innovative methods since they have a good impact on patronage and growth. As a result, the business must use its technical expertise to maximize the opportunities available and improve the firm's performance through proper tactics (Olaniyan & Okemakinde, 2008). Hotel owners, managers, and entrepreneurs should spend on R&D initiatives that attract guests and consumers. The notion that product-based corporations are responsible for the creative

activity is outdated. Innovative actions keep businesses afloat and allow them to arrange themselves more effectively in the marketplace (Rauch *et al.*, 2009). Consumer preferences, information websites, services, and virtual communication, among other things, have become increasingly frequent for people who are always on the move (be it business, luxury, holiday, etc.). Patronage may be improved by reducing the cognitive burden and increasing knowledge of advances. Small hotels should include service innovations, process innovations, management innovations, and marketing innovations into their strategic plans regardless of their size, location, or number of rooms since they have a direct impact on patronage and growth.

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