

# Service Innovation in the New Normal Era at Restaurants in Ubud Bali Tourism Area

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**Abstract**— The objectives of this study are to (1) analyze the factors that determine service innovation in terms of service demands in the new normal era; and (2) to find out the types of service innovations in the New Normal Era at the Restaurant in the Ubud Bali Tourism Area. The number of samples studied was 100 consumers, and data were collected using interviews, observations, questionnaires, and documentation. Data collection techniques included accidental sampling. Then the data obtained were analyzed using: (1) exploratory factor, and qualitative descriptive. The results of the study showed that: (1) five factors determine service innovation in the new normal era, namely health awareness factors, technological factors, attitude and skills in service, restaurant atmosphere, and communication & product knowledge. (2) the types of service innovations that must be carried out by restaurants in the Ubud Bali tourist area are (a) implementing health protocols, (b) implementing a takeaway service strategy by collaborating with business startups such as Gofood and Grabfood, (c) upgrading employee skills through training, and (d) changing restaurant layouts. The suggestions given are: in addition to paying attention to the atmosphere, attitudes, skills, communication, and product knowledge, the most important thing to pay attention to is the application of health protocols and the use of technology.

**Keywords**— innovation, service, restaurant, Ubud

## I. INTRODUCTION

The Covid-19 pandemic has not only threatened human health but has also affected the world's economic downturn. The sectors most affected are aviation, transportation, hotels, restaurants [1]. Facing the Covid-19 pandemic, the government does not want the economy to get worse, and the community is expected to continue to do their activities to stay productive while remaining safe from Covid-19, so a new order is needed during the Covid-19 coronavirus pandemic, which is called the new normal, namely order, habits and practices, the new behavior is based

on adaptation to cultivate clean and healthy living behavior. The new normal era changes all cultural arrangements of people's lives such as working from home, online meetings. When viewed from a marketing perspective, there is a change in consumer behavior, for example, preferring online shopping, and also eating at home [2], [3]. In addition, consumers are more concerned and concerned about health [4]. Consumer behavior is an important decision-making process in finding, purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs[5].

Ubud is one of the most famous tourist areas in Bali besides Kuta, Nusa Dua, and Sanur. The advancement of the Bali tourism sector has a positive impact on the Ubud tourist area, where there are many tourism supporting sectors such as restaurants in the Ubud tourist area. According to [6] restaurant is one of the outlets of the food and beverage division whose function is to sell and serve food. and beverages to guests, both guests who stay and do not stay at the hotel and enjoy meals at the restaurant. The number of restaurants in the Ubud tourist area are 584 with a target market of tourists, both foreign, domestic, and local tourists, namely local Balinese. According to [7] as a result of covid 19, almost 90% of restaurants closed and laid off their employees in the tourist area of Ubud Bali as a result of the covid 19 pandemics. The implementation of the new normal caused a change in demands in terms of service, this was because consumer behavior continued to develop and began to have links with issues strategic policies related to the environment [8]. Facing this new normal era, restaurant owners in the Ubud tourist area need to innovate services, because in restaurant business management one of the innovations that need to be done is in terms of service [9]. The restaurant sector is facing a very dynamic market change. Therefore, innovation in this sector requires complex and multidimensional procedures [10]. However, innovation is very necessary, because service

innovation is the key to success in improving business performance [11].

The idea to innovate can be due to internal or external factors [12]. In the restaurant business sector, service innovation can be obtained from external sources which are categorized as external stakeholder sources such as 1) seeking information about competitors, and 2) requesting feedback from customers. by using a questionnaire [13]. Given the changes in consumer behavior, therefore the objectives of this study are to (1) analyze the factors that determine service innovation in the new normal era; and (2) to find out the types of service innovations carried out in the New Normal Era at the Restaurant in the Ubud Bali Tourism Area.

## II. LITERATUR REVIEW

### 2.1. Consumer Behavior

Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, use products, services, experiences, or ideas to satisfy needs. [14]. Behavior is a process that not only occurs when consumers give money to sellers to get goods or services, but also a process that includes problems that affect consumers before, during, and after the purchase [15]. According to [16], factors that influence consumer behavior are cultural, social, personal, and psychological. Furthermore [8] stated that there was a change in demands in terms of service, this was due to consumer behavior continuing to develop and starting to have links with strategic issues related to policy and the environment.

### 2.2. Customer Service

[17] defined services are “an activity of more or less intangible nature that normally, but not necessarily, takes place in interactions between the customer and service employees and/or physical resources or goods and/or the service provider, which are provided as solutions to clients problems”.According to [18] customer service has importance because it ends in increasing product quality, gaining competitive advantage, gaining profitable opportunities, and as a result, increasing sales and income.

### 2.3. Service Innovation

Innovation is the main driver of company competitiveness and performance [19], and Service innovation is considered as the development of new and useful ideas to improvise services effectively [11] Chen (2011)]. Creativity in generating ideas and implementing innovations is limited by two main challenges: staff resistance to change and resistance from customers [13]. Then [21 stated that service innovation is considered a value creation activity, and

in restaurant management, 5 indicators must be considered, namely service innovation, food service technology, organization, innovation adoption, and organizational environment. A new service is innovation if: a deliberate change in the service provided provides a new or substantially better benefit to the customer and significantly increases the company's profitability.[22] stated that technology is considered a key element in service innovation, but innovation in services cannot be reduced to technological innovation alone. the existence of certain forms of innovation that are devoted to services (such as intangibles). Service innovation has a significant effect on customer behavior and experience [23]. Overall innovation in the restaurant is innovation in products (menu items), processes, services, and facilities [24].

## III. RESEARCH METHODS

This research was conducted in the tourist area of Ubud Bali. The number of samples studied was 100 people, namely consumers who visited restaurants in the tourist area of Ubud. Determination of the sample using an accidental sampling technique. Data were collected using interviews, observations, questionnaires, and documentation. The data were analyzed using the techniques of (1) exploratory factor analysis, and (2) qualitative descriptive analysis.

### 3.1 Research Conceptual Framework

The conceptual framework of this research can be described as in the Figure below

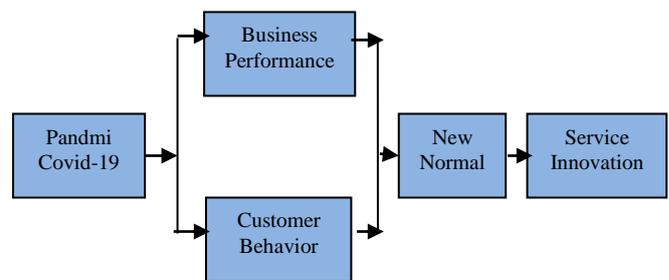


Figure 1. Conceptual Framework

In Figure 1 it can be explained that as a result of the Covid-19 pandemic, there is a decrease in business performance from restaurants in Ubud Bali tourist area, and besides that, it also has an impact on changes in consumer behavior in terms of service demands. For this reason, to face the new normal era, restaurant owners in the Ubud tourist area must innovate in service.

### 3.2 Measurement of the Variable

To analyze changes in consumer behavior in terms of service demands in the new normal era at

restaurants in the tourist area of Ubud Bali, explored from theoretical concepts, research results that have been carried out in the hospitality sector, and adapted to current conditions such as technological developments and new normal concepts. [22 Gallouj, 2002; Al-Tit, 2015)]. There are 22 variables as a result of exploration, namely: mastering the menus sold (V1), friendly service (V2), prompt in serving (V3), politeness of employees (V4), employee explanations that are easy to understand (V5), fast service (V6), there is two-way communication with consumers (V7), a comfortable atmosphere (V8), variations in how to order (V9), an attractive view (V10), knowing about prices (V11), providing timely service (V12), arrangement of seating distances according to health procedures (V13), availability of hand sanitizer at the table (V14), variation in the distribution of orders (V15), awareness to help consumers (V16), availability of handwashing places (V17), appeals for health protocols, (V18), variations in payment methods (v19), availability of hand soap (V20), employees using masks (V21), using internet and Social media (V22)

These variables will be reduced to the factors that determine service innovation in terms of service demands in the new normal era at restaurants in the tourist area of Ubud Bali. Based on these factors, it is then analyzed to determine the types of innovations that must be carried out by the restaurant regarding service in facing the new normal era.

IV. RESULTS AND DISCUSSIONS

4.1 Factors that Determine Service Innovation

To find out the variables that significantly determine service innovation in the new normal era at restaurants in the tourist area of Ubud Bali, 22 variables were explored. In principle, factor analysis is used to reduce data by summarizing several variables into fewer and fewer and including them as factors.

The results of the KMO and Barlett's Test showed the KMO value was 0.788 with a significance of 0.000 so that the recommendations that could be given were sufficient sampling to be used and the variables used could be further processed in factor analysis. The results of the MSA test analysis showed that no variable had an MSA value of <0.5 so that it was feasible for further analysis. To find out the number of factors formed, it can be seen from the eigenvalue which has a value >1. The eigenvalue describes the amount of variance that can be explained by a factor. The eigenvalues can be seen in Figure 2.

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9,434	42,881	42,881	9,434	42,881	42,881	5,034	22,890	22,890
2	2,478	11,264	54,146	2,478	11,264	54,146	3,694	16,789	39,669
3	2,194	9,973	64,119	2,194	9,973	64,119	3,456	15,708	55,377
4	1,657	7,532	71,651	1,657	7,532	71,651	2,598	11,807	67,184
5	1,426	6,483	78,134	1,426	6,483	78,134	2,409	10,950	78,134
6	,917	4,170	82,304						
7	,650	2,956	85,260						
8	,591	2,688	87,948						
9	,505	2,295	90,243						
10	,383	1,742	91,985						
11	,291	1,323	93,308						
12	,261	1,186	94,494						
13	,235	1,068	95,562						
14	,214	,973	96,535						
15	,194	,880	97,415						
16	,145	,657	98,072						
17	,131	,595	98,667						
18	,079	,361	99,027						
19	,074	,335	99,362						
20	,064	,290	99,652						
21	,044	,199	99,851						
22	,033	,149	100,000						

Figure 2. Value of Tota Variance Explained

Figure 2 shows that those with eigenvalues > 1 are 5 components, meaning that the factors formed in this analysis are 5 components/factors. While the total variance factor value is 78.134%, which means that the factors that determine changes in consumer behavior in terms of service at restaurants in the Ubud tourist area can be explained by 78.134% by factor 1, factor 2, factor 3 factor 4, factor 5 and the rest is explained by other factors that have not been included in the model by 21.8867%.

To determine the significance of the variables that make up the factor, the loading cut of a point value of 0.55 is used in the rotated component matrix (Figure 3). The factor loading value shows the level of closeness of a variable to the formed factor. After doing a factor analysis of the 22 variables that have been explored, it can be determined that the variables that make up a factor with a factor loading coefficient value > 0.55 are 19 variables and 22 variables. The 19 variables are seating arrangements according to health protocols, available hand sanitizer, available handwashing stations, there are health protocol appeals in the form of banners, available handwashing soap, use of masks, variations in ordering methods, variations in payment methods, variations in distribution orders, use the internet and social media in promotions, friendly, prompt, courteous service, awareness of helping consumers, comfortable restaurant atmosphere, attractive views, employees

mastering the menus sold. able to explain well, and able to handle complaints from consumers. 3 variables are not significant forming a factor because it has a loading value of <0.55, namely the variable of timely service, mastering the price, and having a place to play

	explain well, and able to handle complaints from consumers	skills and product knowledge
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	Rotated Component Matrix <sup>a</sup>				
	Component				
	1	2	3	4	5
V1	,794	-,002	,191	,146	-,039
V2	,810	,304	,275	,095	,036
V3	,705	,209	,255	,210	,421
V4	,754	,190	,163	,239	,383
V5	,737	,385	,156	,337	-,079
V6	,851	-,015	,156	-,033	,140
V7	,115	,891	,109	,206	,181
V8	,113	,862	,264	,210	-,016
V9	,370	,586	,268	-,441	-,013
V10	,140	,876	,011	,286	,138
V11	,494	,149	,748	,052	,036
V12	,390	,304	,715	,124	,085
V13	,134	,074	,867	,168	,186
V14	,547	,155	,687	-,044	,069
V15	,040	,239	,381	,517	,349
V16	,274	,301	-,217	,038	,645
V17	,162	,487	,262	,539	-,020
V18	-,184	-,154	,402	,157	,763
V19	,187	,074	,119	,081	,868
V20	,496	,281	,486	,471	-,054
V21	,283	,267	-,136	,742	,013
V22	,144	,134	,252	,760	,283

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>  
a. Rotation converged in 9 iterations.

Figure 3. Rotated Component Matrix

The five factors that are formed, each is given a name based on its constituent variables, namely:

Table 1. The Name of Factors

No.	Variables	Factors
1	Health protocols, available hand sanitizer, available handwashing places, there is an appeal for health protocols in the form of banners, hand washing soap available, use of masks	Factor 1: Health Awareness
2	Variations in ordering methods, variations in payment methods, variations in order distribution, utilizing the internet and social media in promotions	Factor 2: Use of technology
3	Employee attitudes and skills	Factor 3: Employee attitudes and skills
4	A comfortable restaurant atmosphere, an attractive view	Factor 4: Restaurant atmosphere
5	The employees controlling the menus sold. able to	Factor 5: Communication

factor 1 (health awareness) which is formed from 6 variables, namely seating arrangements according to health protocols, available hand sanitizer, available handwashing places, there is an appeal for health protocols in the form of banners, hand washing soap available, use of masks; factor 2 (use of technology) which is formed from 4 variables, namely variations in ordering methods, variations in payment methods, variations in order distribution, utilizing the internet and social media in promotions; factor 3 (employee attitudes and skills) which are formed from friendly, prompt, polite service, awareness of helping consumers; factor 4 (restaurant atmosphere) which is formed from a comfortable restaurant atmosphere, an attractive view; and factor 5 (communication skills and product knowledge) which is formed by the employees controlling the menus sold. able to explain well, and able to handle complaints from consumers.

#### 4.2 Types of Service Innovation in the New Normal Era

The restaurant is a sector that has a contribution to the national economy and absorbs a very large workforce in the industry [25]. In an industry that is full of competition and a dynamic environment, it requires a creative and innovative workforce [26]. In this industry, the service factor is very important because this is what consumers demand. Research that has been conducted on restaurants in the tourist area of Ubud shows that 5 factors determine changes in consumer behavior in terms of service demands in the new normal era. For this reason, it is necessary to carry out a service innovation, involving 5 factors that determine changes in consumer behavior in service demands such as:

##### 4.2.1 Health awareness factor

This is following the new normal policy implemented by the government to keep the economy running while still implementing health protocols. As a business that is engaged in service to the community, restaurants in the Ubud tourist area must follow the government policies by implementing health protocols so that this pandemic outbreak can quickly pass.

The things that need to be done in terms of maintaining health protocols are seating arrangements according to health protocols, hand sanitizer available, hand washing facilities available, health protocol appeals in the form of banners, hand washing soap available, the use of masks. By paying attention to this, consumers will dare to visit and economic activities will continue so that they can help stop the spread of the virus. This is something new that must be applied by restaurants, which before the pandemic had never been needed by consumers

### 2) *Utilization of technology in services*

The second factor that determines consumer changes in service demands at restaurants in the Ubud tourist area is the use of technology formed from 4 variables, namely variations in ordering methods, variations in payment methods, variations in order distribution, utilizing the internet, and social media in a promotion. Considering the use of technology is very important for consumers, a breakthrough that can be made by restaurants in the Ubud tourist area is to use social media to promote and order menus desired by consumers. In addition, it can also carry out a takeaway service strategy. With Gofood and Grabfood services, the restaurant can collaborate. These two startups offer food messaging and delivery services that connect restaurant owners and consumers. Gofood itself is one of the online purchasing service features provided by the Gojek application. Meanwhile, Grabfood stands under the auspices of Grab Indonesia. The presence of Gofood and Grabfood seems to erase the boundaries and distance between stores and customers. Consumers can enjoy their favorite menu dish without having to queue long at the restaurant they subscribe to because all orders will be delivered by the drivers. Both sellers and buyers benefit from this Gofood and Grab food. The advantage for shop or restaurant owners who become partners of Gofood and Grabfood is to reach more customers, secure purchase transactions, easy arrangement, more flexible opening hours, profit sharing system (80% for restaurants and 20% for Gofood and Grabfood). In addition, variations in payment models also need to be carried out, where in addition to cash transactions, digital cash is also necessary.

Have to queue for a long time at a regular restaurant because all orders will be delivered by the drivers. Both sellers and buyers benefit from the existence of Gofood and Grabfood. The advantages for shop or restaurant owners who become partners with Gofood and Grabfood are reaching more customers, secure purchase transactions, easy arrangements, more flexible hours, reward sharing system (80% for restaurants and 20% for Gofood dan Grabfood). In addition, variations in payment models

also need to be carried out, where in addition to cash transactions, it is also necessary to use digital cash.

### 3) *Atmosphere*

The third factor that changes consumer behavior in service demands at restaurants in the Ubud tourist area is the restaurant atmosphere which is formed from comfortable atmosphere variables and attractive views. The comfortable atmosphere referred to here is that consumers are not worried that they will be infected with covid -19 if they visit a restaurant. So the implementation of health protocols is very important, not only for consumers but also for employees. In addition, in terms of demands for an attractive view, innovations that need to be done are more seating arrangements outside the door so that there is air circulation. For restaurants, apart from the menu, consumers also need quality service and a restaurant atmosphere (Sirieix et al., 2011).

### 4) *Attitude and Skills training program*

Attitude and skill factors are formed from the service variables that are friendly, alert, polite, and aware of helping consumers. skills in providing service to consumers can bridge the gap between customer dissatisfaction and customer retention. For this reason, these attitudes and skills need to get attention from restaurant owners in the Ubud tourist area. The communication factor and product knowledge are formed from the variable of the employee's ability to communicate, such as being able to explain well, and being able to handle consumer complaints, and mastery of the menus sold. To improve employee skills regarding communication and product knowledge, it is necessary to conduct training programs to increase employee creativity [26].

## V. CONCLUSION

The results show that (1) 5 factors determine service innovation in terms of service demands in the new normal era, these factors are health awareness, use of technology, attitudes, and ways of communicating with employees, supportive atmosphere, and skills and product knowledge. (2) the types of service innovations that must be carried out in the new normal era are that the restaurant must (a) implement health protocols (such as providing seating arrangements according to health procedures, providing hand sanitizer at the table, providing a handwashing area, an appeal for health protocols, employees use masks, and the availability of hand soap); (b) application of technology to facilitate services to consumers by utilizing social media, in collaboration with startups, and in addition to cash, payment transactions also use digital cash; (c)

upgrading employee skills through courses, so that they are able to provide better services such as friendly, prompt, courteous service, awareness of helping consumers, knowing about the menus being sold, being able to explain well, and being able to handle consumer complaints; (d) arranging table layouts more outdoors so that there is clean air circulation to make consumers feel comfortable and not worried about being infected with covid 19. From the results of this study, it can be suggested: (1) In addition to paying attention to employee attitudes, skills, and communication, in facing the new normal era, health protocols must be applied; (2) the use of technology to facilitate consumers. To be able to provide better services such as friendly, prompt, courteous service, awareness of helping consumers, knowing about the menus being sold, being able to explain well, and being able to handle consumer complaints; (d) arranging table layouts more outdoors so that there is clean air circulation to make consumers feel comfortable and not worried about being infected with covid 19. From the results of this study, it can be suggested: (1) In addition to paying attention to employee attitudes, skills, and communication, in facing the new normal era, health protocols must be applied; (2) the use of technology to facilitate consumers. To be able to provide better services such as friendly, prompt, courteous service, awareness of helping consumers, knowing about the menus being sold, being able to explain well, and being able to handle consumer complaints; (d) arranging table layouts more outdoors so that there is clean air circulation to make consumers feel comfortable and not worried about being infected with covid 19. From the results of this study, it can be suggested: (1) In addition to paying attention to employee attitudes, skills, and communication, in facing the new normal era, health protocols must be applied; (2) the use of technology to facilitate consumers. (d) arranging table layouts more outdoors so that there is clean air circulation to make consumers feel comfortable and not worried about being infected with covid -19. From the results of this study, it can be suggested: (1) Apart from paying attention to employee attitudes, skills, and communication, facing the new normal era, health protocols must be applied; (2) the use of technology to facilitate consumers. (d) arranging table layouts more outdoors so that there is clean air circulation to make consumers feel comfortable and not worried about being infected with covid 19. From the results of this study, it can be suggested: (1) In addition to paying attention to employee attitudes, skills, and communication, in facing the new normal era, health protocols must be applied; (2) the use of technology to facilitate consumer.

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